

# Executive Summary



The City of Los Altos  
Community Center Master Plan



ANDERSON BRULÉ  
ARCHITECTS, INC.

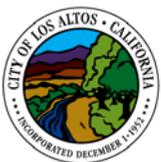


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# Community Needs Assessment

## Introduction

	<p>The content of this document is a work in progress, due to the iterative nature of the development of a master plan. Each component of the master planning effort builds upon the previous work, but also may uncover new information or cause modifications to earlier assumptions. Throughout the process, the different components, or documents, that comprise the Los Altos Community Center Master Plan will be updated to align to emergent information and knowledge.</p>
<p><i>Why a Master Plan?</i></p>	<p>The City Council of the City of Los Altos determined that their Civic Center site is in need of redevelopment. Issues include:</p> <ul style="list-style-type: none"> <li>▪ Buildings Are in Need of Repair</li> <li>▪ Poor Site Access and Traffic Flow</li> <li>▪ Inadequate Parking</li> <li>▪ Inadequate Senior, Youth and Recreational Facilities</li> <li>▪ New Space is needed for (particularly for City Hall and Police Station)</li> <li>▪ The 18 Acre Site is Very Under Utilized</li> </ul> <p>A Vision Statement was established as the Council's vision for city public facilities:</p> <p style="text-align: center;"><b><i>Vision Statement</i></b>  <i>The City Council vision for our public facilities is to rebuild the Los Altos Civic Center, the Garden House, Redwood Grove and the building at Grant Park to provide adequate space and useful modern facilities to serve the Los Altos public for the next 50 years.</i></p>
<p><i>Civic Center Task Force</i></p>	<p>As a first step to achieving this vision, the Council established a Task Force in order to begin public engagement and report back to City Council.</p> <p>The Task Force visited other Community Centers and defined what could be in the new Community Center. A list of the anticipated goals for the redeveloped Civic Center was established:</p> <ul style="list-style-type: none"> <li>▪ Incorporation of the Library expansion into the Master Plan (the Library is run by the County of Santa Clara)</li> <li>▪ Develop new, green facilities</li> <li>▪ Expand recreational programs and provide new recreational uses</li> <li>▪ Expand and improve community programs and specifically enhance programs for Seniors and Youth</li> <li>▪ Promote Los Altos history through showcasing of the History House and the History Museum</li> <li>▪ Create visual, pedestrian and parking connectivity to Los Altos downtown village</li> </ul>



# Community Needs Assessment

## Introduction

In addition to that the Task Force developed a Request for Proposals to develop a Civic Center Master Plan for the next 50 years. The Task Force selected Anderson Brulé Architects to develop the Master Plan for the new Civic Center in January of 2008.

One of the first actions of the Task Force upon the introduction of ABA to the process was to change the formal term of the Civic Center Master Plan to be called the Community Center Master Plan. The established the formal name as the **Los Altos Community Center Master Plan**.

## Advisory Committee Process

The Advisory Committee was formed to support the ongoing Master Planning effort. The Advisory Committee has the following roles:

- Provide Input to the Consultant Team
- Lead Outreach to Community
- Election Preparation Support
- Promote Attendance of Public Meetings
- Advocacy Building for the Project
- Advisory to City Council (Facilities, Finance, Design)

This Committee holds public monthly meetings in which at various points in the process updates were given on the Master Plan. The Outreach Committee which is made up of a subset of the membership was specifically given the task of supporting the success of the community's participation in the Needs Assessment, Service Plan and ultimately the Master Plan.



# Community Needs Assessment

## Introduction

### *Community Center Vision*

One of the first tasks of the Advisory Committee was to establish a formal Vision for the future Community Center. The following is the Vision that was approved by City Council for the Master Plan Project.

#### **SERVICE**

Services will be safe, convenient and comprehensive.

#### **ENVIRONMENT**

Environments will support play, learning and gathering and will be configured to connect with the downtown village.

Modern facilities that are both adequate and useful to the community, with striking architecture that is low in profile, will be located in a beautiful park-like setting.

#### **EXPERIENCE**

The Los Altos Community Center will provide a community experience that will serve your public for the next 50 years.



# Community Needs Assessment

## Community Outreach Process

<i>Overview</i>	Extensive outreach to the community, analysis of current services, and exploration into best practices created the basis for the identification of the future needs of the new Community Center. Multiple opportunities for participation included a community forum, focus groups, key informant interviews, and the opportunity to obtain information and provide comment through a community survey available online and in paper format.
<i>Community Forum</i>	The Community Forum drew a crowd of approximately 90 participants. The means by which people were informed of the forum were widespread throughout the community including notices in the Town Crier, an email campaign, post cards, phone calls, and invitations to community groups.
<i>Community Survey</i>	A widespread Community Survey was conducted online and in paper format for a period of approximately two weeks for the purposes of gathering input from the community at large. All residents of the City of Los Altos and the Town of Los Altos Hills, members of the Los Altos business community or anyone that uses Los Altos City services were eligible to participate in the survey.
<i>Focus Groups</i>	A cross section of the community was invited to participate in three Focus Group sessions. Approximately 33 participants across a broad demographic representation, many of which were very active in the community’s service organizations attended.
<i>Key Informant Interviews</i>	Six key informant one-on-one interviews were conducted. The interviewees were individuals selected for their strong level of involvement in the community at many levels.

## Current Services

The current services provided by the Community Center were reviewed. Services can be broken down into three main areas: those offered by the City of Los Altos, by the County of Santa Clara, and by external organizations both non-profit and otherwise. The community outreach effort revealed a number of services offered by neighboring communities that are also valued and used by members of the Los Altos community.



# Community Needs Assessment

## Community Characteristics

A study of all current Community profile, demographic information and any available projection data was conducted.

- ❑ Strong ties to Los Altos history and culture
  - History of the community's agricultural past
  - Village atmosphere of the community
- ❑ Highly educated population
  - Place high priority on education and continuing education (life-long learning)
  - Support of and participation in arts and culture is widespread
  - High civic engagement & volunteerism
- ❑ Population is anticipated to remain stable
  - Median age to increase from 44.6 to 47.8
  - Property turnover is slightly higher than for Santa Clara County
  - Ethnic diversity will increase
  - No large increase in young student population (this has already occurred)

## Current Service Needs Limitations

*Geographically, due to the distance for South Los Altos and Los Altos Hills residents, the Community Center site presents a challenge to providing services to the whole community.*

## Future Service Trends

Through outreach efforts and research and analysis of service trends the following themes emerged as future service needs for the Los Altos Community Center:

- Community Gathering Places for all Ages
- Affordable Housing and In-Home Services for Seniors
- Privatization of Culture/Arts
- Privatization of Recreation away from Schools
- Community Work and Social Programs for Youth
- Partnering with Organizations to supplement and enrich programs and services



# Community Needs Assessment

## Community Wide Priorities

### Community Forum

Key insights about service and Community Center needs that were discovered during the Community Forum were as follows:

#### Key Service and Community Center Needs

##### Library:

- View to the orchard is appreciated
- More adult programs were requested
- Connectivity of the Library to other community services is desired

##### Youth Services:

- Multi-purpose space for meetings, sports, and unstructured activities
- Work opportunities to enhance civic engagement

##### Senior Services:

- Need better facilities and better services in general
- Senior Housing proximity to site and downtown is desired

##### Recreational facilities:

- Support multiple sports (baseball, soccer, tennis, etc.)
- Community Pool-strong support was heard

##### Community Assembly Spaces (indoor and outdoor):

- Flexible and varied sizes, with more spaces than currently available
- Affordable rental for community groups

##### Theater:

- Potentially should have a downtown location
- Theater leadership concerned with moving off-site
- Multi-purpose facility/rehearsal hall need to be adjacent

##### Children's Programs:

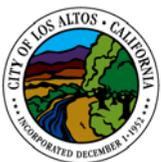
- Current programs are good and Children's Corner is appreciated
- Increase in young families in the community-need to support growth

##### City Offices:

- Enjoy the small-town village feeling
- Like accessibility to staff
- Better facilities for City Staff and Employees

##### Exterior Spaces:

- Emphasis on natural beauty
- Indoor/outdoor connection
- Civic engagement is important
- Flexible community gathering spaces
- Visibility of Community Center from San Antonio-having a presence
- Connection to downtown-physical, visual and services
- Orchard-considered as a Los Altos Historical asset



# Community Needs Assessment

## Community Wide Priorities

### Access and Parking:

- Strong preference for underground parking
- More accessible traffic flow and parking facilities
- Less visual emphasis on car traffic on site
- Use of public transit and possible city shuttles

### Building Aesthetic Preferences:

- Open, light filled spaces
- Natural materials (wood and stone as an accent), familiar and casual yet traditional
- Human scaled buildings and detailing
- Consistent palette, but buildings specific to use

### Site Aesthetic preferences:

- Desire for park-like, open space
- Views of the orchard, ability to use the space
- Outdoor community gathering areas and indoor/outdoor connection

### Architectural Style preferences:

- Early Californian, Craftsman and Ranch Style references
- Use of porticoes and shading devices
- Not modern, urban or institutional
- Contextual with Los Altos

## Community Survey

### An Overview of the Survey responses showed:

- General satisfaction with services; dissatisfied with poor facilities condition
- 70% either would or may support a bond measure
- Reached teen demographic, further outreach still recommended
- Reached non-resident users (Mountain View, Palo Alto, & Sunnyvale)

### Key insights about service and Community Center priorities that developed out of the Community Survey were as follows:

- Highest Priority for Facility Improvement
  - Hillview Community Center (29.5%)
  - Parks and Recreation (15.5%)
  - Library (15%)
  - Senior Center (14.5%)
- Library
  - Very satisfied
  - Little improvement needed
- City Services
  - Essential
  - High service satisfaction
  - Dissatisfied with facilities condition and function



# Community Needs Assessment

## Community Wide Priorities

- Park and Recreation
  - Satisfied with quality
  - Strong demand for more programs and more fields
  - More classes and indoor exercise
- Hillview Community Center
  - Majority of comments were regarding:
    - Senior Center
    - Children's Corner program
  - High priority service
  - Least satisfaction
- History House
  - Very satisfied
  - Little improvement needed
- Theater
  - Not marketed well
  - Inadequate facilities
  - Some dissatisfaction with breadth of programming
  - Movies
  - Adult lecture

### Key Service Priorities

Library	58.6%
City Services	53.2%
Parks and Recreation	47.2%
Senior Center and Senior Services	40.6%
History Museum	40.0%
Theater	36.5%
Youth Services	34.6%
Community Pool	30.7%

### Key Community Center Priorities

Safe Buildings and Infrastructure	64.0%
Support Youth and Development	62.6%
Parks and Open Space	62.0%
Recreation Opportunities	59.3%
Promotes a Sense of community	55.0%



# Community Needs Assessment

## Community Wide Priorities

### Focus Groups

Key insights about service priorities that were discovered during the Focus Groups were as follows:

#### Key Service Priorities

- City Services and Police
- Easy access to City business needs
- Two groups saw City services as a given on the site; one group felt City services could be moved off-site if space available
- Community Meeting Spaces
- Essential to community volunteerism
- Delivery of partner services through this space
- Library
- Key to lifelong learning but goes beyond the library
- Senior Center
- Health and Well-being
- Leisure, learning and social gathering
- Multi-generational facilities-not isolating the senior population
- Youth Programs
- Structured and non-structured
- Civic engagement
- Safe, social setting
- Recreational Pool and Fields
- Exercise and leisure
- Alternative/supplemental to School programs
- Theater
- Cultural/Arts opportunities

### Key Informant Interviews

Key insights about service and Community Center priorities that were discovered during the Informant Interviews are as follows:

#### Key Service Priorities

- Library as a key component for the community
- Senior Center and Senior services as key service
- Youth programs require more support and better facilities
- Recreational fields need improvement and need more
- Include orchard as reference to Los Altos history
- Support for young families/children's activity on site
- Performing Arts facilities for the community

#### Key Community Center Priorities

- Cross-utilization of services on the site
- Space for multi-functional community gathering and activity
- Park-like atmosphere, open space, underground parking
- Clear community value for investment to benefits



## Community Needs Assessment

### **Community Service Priorities**

The Community outreach process and research on current and future service data revealed both the current and future service needs and priorities for the community.

They are, in priority order:

1. City Services (Police & Government Services)
2. Library Services
3. Senior Services
4. Youth Services
5. Recreational Services
6. Large Public Gathering Place
7. Service Organization Support Services
8. Theater
9. History Museum
10. Community Gardens
11. Community Housing for Seniors

### **Community Center Service Priorities**

As a culmination of all the preceding information gathering and analysis, the following is the list of services to be prioritized for *inclusion* on the Community Center site.

1. History House and Museum-to remain in current location
2. Orchard-location , size and variety to be determined
3. City Services
4. Library
5. Senior Programs
6. Youth Programs
7. Community Gathering Spaces
  - Informal small
  - Large group spaces
8. Recreational Facilities
  - Indoor exercise
  - Fields
9. Community outdoor space/open spaces
10. Theater
11. Pool



## Community Needs Assessment

### *Community Center Service Concepts*

Several clear service concepts that describe what the Community Center should be emerged from the process.

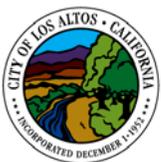
- Government Center
- Lifelong Learning Center
- Multi-generational Facility
- Arts and Cultural Center
- Environment for Teens (to work, belong and participate)
- Multi-use indoor and outdoor community gathering place
- Place to promote and support volunteerism and service organizations
- Recreation and Leisure Center for all ages (provide and partner with others to provide)

### *Needs Assessment Conclusion*

The above service concepts and discussion are the key issues that will inform the subsequent phases of the Master Plan study moving forward into the Plan of Service, Programming and Facility Scenario portions of the Master Plan.



# Community Needs Assessment



## Plan of Service

### *Introduction*

The purpose of the Plan of Service is to provide a thorough understanding of the Service Goals and Priorities of the community developed through the Needs Assessment process and response to these needs. A plan for how the City will deliver services to meet the needs of the Community in both the near term and the future. The fundamental elements of the Plan of Service are as follows:

- The Service Concept Model which provides information about which overall services are a priority for the Community
- The Service Delivery Methods and Service Operational Philosophy which provide information about how services will be delivered and how the City will operate to deliver services in the future
- A listing of Proposed Community Center Services
- A listing of Recommended Next Steps



## Plan of Service

### Community and Staff Information Gathering Process

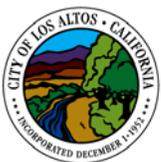
#### *Staff Workshops*

Separate Staff Workshops were conducted with representatives from each of the City Departments. A summary of the key service and operational goals are as follows:

- To be open, accessible and visible to the public
- To provide a high quality, affordable and meaningful personal level of service that builds trust through timeliness, responsiveness and consistency
- To provide principles and values based services as opposed to rule driven
- To provide choice to the public in how to access services- in person or electronically
- To be adaptive and innovate on an ongoing basis to understand customer issues, needs and expectations through personal connections and planned, timely interactions.
- To provide transparent and self serve access to up to date, accurate information and services with the use of technology
- To meet the diversity of community service needs through partnering with service organizations and support and benefit from volunteerism
- To promote health and wellness for staff and the community, offering places for exercise and recreation as well as prevention and intervention opportunities for Seniors and Youth
- To strive to benefit the entire community in a way that is balanced, fair and equitable to everyone

#### Operational Goals

- To provide welcoming, centralized point of service with clear way finding to separate departments
- To allow for zoning of activities to meet multi-functional needs: private confidential activities and open, collaborative spaces that are adaptable
- To provide security and safety while maintaining small town feel, openness and accessibility
- To support health and wellness with the provision of exercise and showering facilities
- To have a campus concept of organization that strives for separation but connectedness as appropriate within departments
- To allow opportunities for multi-generational interaction yet maintain separateness for Seniors and Teens as needed
- To provide support spaces categorized by functions not by users, to allow for more specificity of the types of spaces needed by the community, more efficiency of usage and



## Plan of Service

### *Community and Staff Information Gathering Process*

	reduced duplication of services
<i>Non-City/Partnering Organization Input</i>	<p>A variety of partnering organizations scheduled sessions with the Advisory Committee to share their needs, services, and space operational goals.</p> <p>The Organizations heard from were:</p> <ul style="list-style-type: none"><li>▪ American Youth Soccer Organization (AYSO)</li><li>▪ Little League Association.</li><li>▪ Community Pool Foundation</li><li>▪ Library Commission Expansion Committee</li><li>▪ Bus Barn Theater</li><li>▪ Senior Services</li></ul>



## Plan of Service

### Service Model

#### Service Goals

The Service Needs and Priorities that were gathered from the Needs Assessment study, the Staff Workshops, the input received from Non-City Organizations and the benchmarking efforts were aligned and synthesized into four main broad, overarching Service Goals for the Community.

1. *Civic Services and Community Information Hub*
  - Principle and Values Based Service
  - Easily Accessible, Up-to-Date, Accurate Information
2. *Community Engagement and Collaboration*
  - Ongoing, Adaptability to Community Needs
  - Meaningful, Personalized Human Interaction
  - Symbiotic Relationship Volunteerism and Service Organizations
3. *Lifelong Learning and Enrichment*
  - Community Learning as a Way of Life
  - Cultural and Arts Experiences
4. *Health Fitness and Wellbeing*
  - Holistic Approach to Resources for Multi-Generational Community
  - Recreation and Leisure Activities for Whole Community

### Community Center Services

Community Center Services are defined as the stepping stone to architectural space programming for the Master Planning effort. By defining the services that the City currently provides or plans to provide in response to the community's needs and aligning those services to the Service Needs and Priorities, a clear path can be drawn between the community's needs and the proposed services to be delivered by the City.

A Service Matrix is provided with the proposed services for the Community Center.



## Plan of Service

### Service Model

*Service Concept*

The Service Concept Model is organized around Civic Services and Information as the central core service. Through community engagement and collaboration, services are adapted and innovated to provide principles and value-based service and easily accessible, up-to-date, accurate information. In this way the diversity of community needs for Health, Fitness and Wellbeing and Lifelong Learning and Enrichment are met.

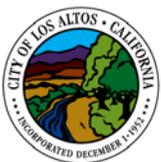
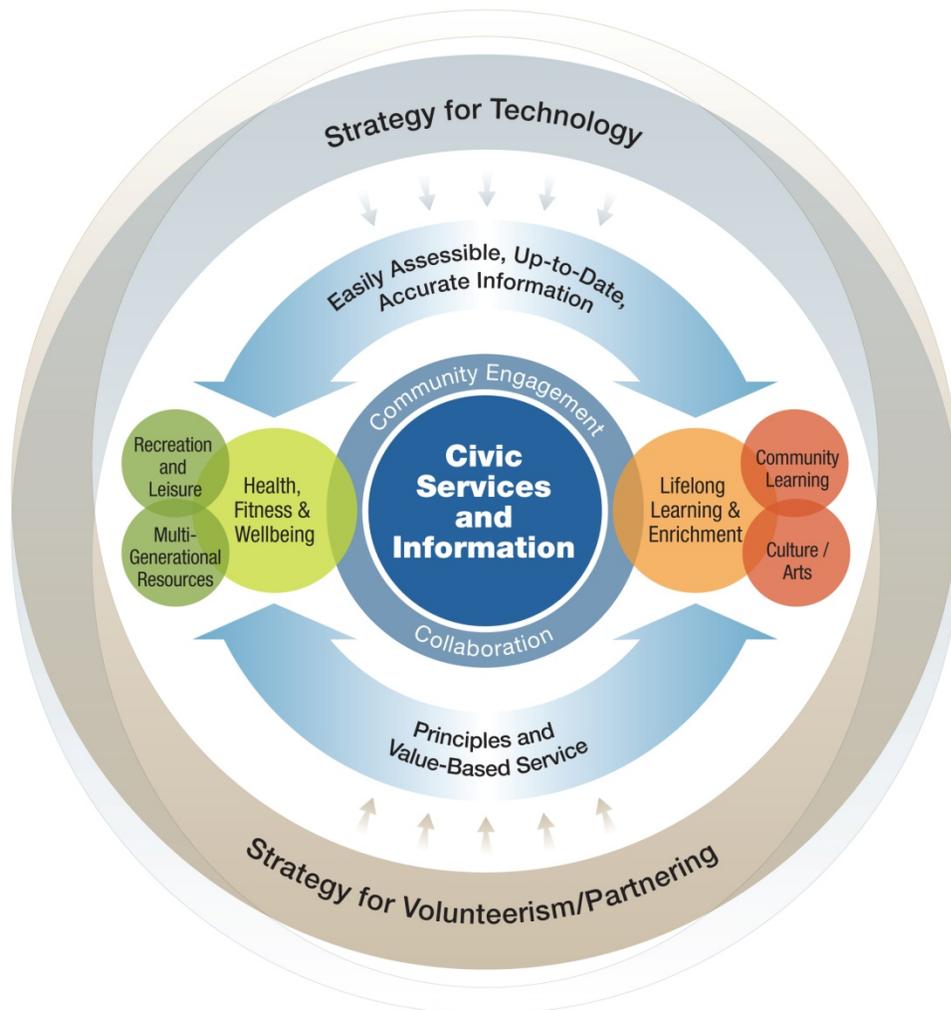


## Plan of Service

### Service Model

*Operational Concept Model*

The operational elements as an additional layer of information expresses a more comprehensive view of the Service Concept Model. Strategically incorporating a partnering relationship with community volunteerism and technologically advanced systems enhances the Community Center’s ability to provide the variety and level of services and information needed within the community. The quality of the multi-generational resources and arts and culture experiences the Community Center can provide is supplemented by volunteerism and partnering strategies. Recreation and leisure and community learning stand to benefit by advanced technology strategies. However, the interaction of both operational elements enhances the structure of services provided as a whole.



## Plan of Service

### Next Steps Recommendations

As the City works to establish the next steps in the development of the Service Plan for the City, it is recommended that several more detailed studies be accomplished.

- Technology plan development
- Partnering strategy development
- Additional benchmarking and best practices modeling
- Economic analysis and operational planning for cost recovery definition

It is also recommended that a more detailed level of benchmarking and best practices study be completed to allow City staff and Advisory Board Members to experience real life examples of other Community Centers and similar community services. These studies and benchmarking activities will provide important background information for decision making during the programming phase of the Master Planning effort.

### Program Elements

Next steps for each of the program elements identified for the Community Center site are as follows:

- Program Validation and Gap Analysis for the following:
  - City Administration
  - Community Development
  - Engineering
  - Police Department
  - Recreation Department
  - Community Center Functions
    - Children's Programming
    - Youth Programming
    - Teen Programming
    - Senior Center Programming
- Library: it is proposed that a Plan of Service is developed and that the program be included for review of both renovation and new options for service delivery and also review of both one and two story options.
- Arts, Culture and Theater: it is proposed that a cultural arts and theater consultant be engaged to review the viability of a cultural arts/theater facility on the site and also to define the master plan program for this function.
- Swim Facility: it is proposed that program be included to include two pools (one lap pool and one teaching pool), a water play feature and additional program as included in the Environmental Impact Report originally proposed by the Los Altos Community Pool Foundation. In addition, it is proposed that the Foundation develop a plan of service and operational plan for the swim facility to include further study of the cost recovery model for this facility.

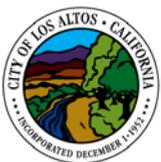


## Plan of Service

### *Next Steps Recommendations*

- Exterior Program: it is proposed that the following program elements are include in the site studies:
  - One soccer field, with the option to include a second field if possible
  - Enhancement of the Baseball Field with accessory spaces such as a batting cage and storage space
  - Parking to include a combination of surface, underground and above-ground structured parking to meet the requirements of the program elements on the site
  - Exploration of a symbolic orchard as a landscape element
  - Community Gathering Space as a landscape element

Senior Housing surfaced as a key issue for the community. Council will need to consider if use of current property to address this need is appropriate.



## Existing Facility Assessment

### Existing Facilities Assessment



Analysis was made by ABA and engineers in the following disciplines: building structure, building systems, (mechanical, electrical, and plumbing) and site infrastructure (civil engineering and landscape architecture). Information was gathered by review of existing documentation on the facility, (when available) and visual observations during a walkthrough of each structure.

A number of key issues were identified which will need to be addressed in the Master Planning Process. In some cases, a greater depth of analysis will be required to determine cost and feasibility of different approaches to facility reconfiguration, adaptive reuse or expansion.

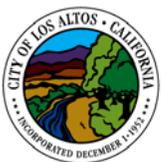
#### Key Issues:

1. In all cases, the structures do not meet current seismic code requirements.
2. The Police Station building does not meet the structural requirements for an Essential Services Facility as required by the current Building Code. In addition, the building does not meet the structural or fire separation requirements for the Emergency Operations Center (EOC) housed therein.
3. In many cases, building mechanical systems have exceeded or are reaching the end of their anticipated life span.
4. In general, none of the facilities meets current accessibility requirements.
5. None of the major facilities has the flexibility to readily accept new technology infrastructure or easily adapt to new use configurations.
6. All of the facilities suffer from a functional parking shortfall during peak usage times.
7. The age of the existing buildings ranges from 40 to 60 years, which is well beyond the typical beneficial life for buildings of similar construction.
8. The locations of the City Hall and Library buildings on the site may present significant challenges in providing required adjacencies of future services.
9. The Library Needs Assessment document suggests a large expansion of the Library, which would require significant reconstruction or replacement of the existing building.

Information for the existing conditions analysis was gathered by a review of the existing facilities comprised of one site visit, non-destructive visual observations of key features, and preparation of a narrative description of existing conditions. The evaluation team focused on site infrastructure, building structure and mechanical, electrical and plumbing systems.



# Existing Facility Assessment



# Facility Program

## Introduction

### *Context and Key Concepts*

Building on the key concepts identified in the Community Needs Assessment and Plan of Service, the Facility Program was developed to define the space and program requirements necessary for providing current and future services at the Community Center site.

The main categories and components of the Facility Program were conceptually based on the future Service Model categories previously described: Civic Services and Information (including City Administration and Community Development), Health Fitness and Wellbeing (including Recreation, Leisure and Multi-Generational Resources), and Lifelong Learning and Enrichment (including Community Learning and Culture/Arts).

Stemming from the Service and Operational concepts and confirmed in workshops with City of Los Altos staff, it was determined that the way in which the City of Los Altos will deliver services in the future is intended to be more function than department driven. Therefore, the Program organization is based on separate service areas: public service spaces, support areas, and administrative and facility or staff support areas.

Specific efforts were made to establish multi-generational opportunities as well as efficiencies through development of multipurpose, shared-use spaces for both public and staff. This approach will best be accomplished through interdepartmental coordination and will depend considerably on the technology strategy developed by the City.

Interviews with staff, the Core Team and the Advisory Committee, identification of best practices for the programming of specific functional areas, and onsite tours contributed to the development of the space requirements and allocations. In addition, a variety of other available resources were utilized in the analysis and development of space requirements for the Facility Program. In some cases the information available was more detailed than would typically be included in a Master Plan Facility Program, and the information was translated at an appropriate level consistent with a Master Plan effort:

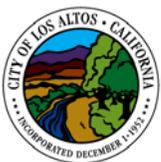
- A City of Los Altos Space Allocation Study was previously conducted in 2005 to analyze reuse of the existing facilities to meet departmental space needs at that time
- A Los Altos Library Services and Space Needs Assessment was conducted in May 2008 to assess current and future Library needs
- A Theater specific consultant, Rose Steele of Landry & Bogan, was engaged to guide the Multi-Purpose Theater program
- The Los Altos Pool Foundation Environmental Impact Report and numerous additional documents developed between 2004 and 2007 to assess the need and program for a Swim Facility



## Facility Program

### *Introduction*

- A facility tour and discussion about Senior programs and facilities was conducted with the Avenidas organization in Palo Alto. Insights about future service trends in Senior Center development and specific information about their future planning identified a focus on provision of health and wellness program in Senior facilities which aligned with the discussions between City of Los Altos Recreation Senior representatives



# Facility Program

## Methodology

### Overview

The Facility Program defines building and site criteria, space allocation, and functional relationships (spatial adjacencies) **at a Master Plan level**. The first phase of Master Plan implementation, prior to beginning the design of any facilities, will require development of an Architectural Space Program at a more detailed level which would need to include code and regulation analysis, specific furniture, fixture and equipment and other space requirements.

The proposed program reflects the space necessary to support the functional needs. Strategies that factored into the Facility Program are further described below:

- Development of standardized Space Types, which identify the amount of space required to perform certain functions, as well as strategies for modularity, for future flexibility in adaptive reuse of space and ease of construction.
- Storage strategy for City department and Community organizations is discussed below.

### Functional Needs Approach to Program

The space program approach and organization is aligned to the Plan of Service Model. Spaces once considered specific to a single Department are now organized by their function, either service or support in nature. In addition, spaces are grouped in the manner that the public will access services at the site rather than which department controls or delivers the services provided in that space. A Functional Relationship Diagram was developed to depict the physical adjacency needs for both service and support oriented spaces.

The Facility Program format focuses on interdepartmental coordination, a departure from departmental thinking. Efficiencies are maximized with shared use of spaces, which also allows for multi-generational access and use of spaces. In instances where several user groups need access to the same space, an analysis of frequency of use and adjacency needs was conducted to determine the number and size of these multi-purpose spaces as well as appropriate equipment, materials and storage needs.

The development of a technology plan to enhance interconnectivity will be a key driver to the success of the facilities. Support spaces have been distributed in a hub and satellite concept for spaces such as copy/print areas and refreshment areas.

### Sustainable (Green) Design Goals

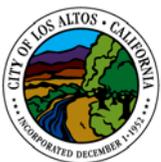
The program and building standard assumptions do not make specific reference to green design and energy efficiency at this time. The City of Los Altos will need to establish goals for sustainable design once a design project commences, to include any codified criteria used to establish the level of environmental and energy efficient design the building will attain.



# Facility Program

## Methodology

	<p>Currently, LEED™ provides certification criteria for a number of levels, each representing an increase in the building’s performance.</p>
<p><i>Staff Work Space Allocation Strategies</i></p>	<p>Workspace prototypes have been developed that support the different functional requirements of staff in the organization and are used to identify the square footage necessary to accommodate the different functions and specific tasks of staff.</p>
<p><i>Staff Support Space Strategies</i></p>	<p>A “hub and satellite” concept was established as a strategy of distributing staff support spaces, such as copy/print rooms, refreshment areas and staff break rooms, so that spaces convenient to administrative and staff areas have been included in the Facility Program.</p>
<p><i>Staff Work Space Allocation Strategies</i></p>	<p>Storage needs in excess of that within each workspace type has been identified and is accommodated in overall Document Storage and Departmental Supply Storage areas.</p>
<p><i>Proposed Future Growth Strategies</i></p>	<p>Future growth in the facilities and planned services has been outlined in the following strategies both as part of the Facility Program document development and through identified strategies through the remainder of the Master Plan development:</p> <ul style="list-style-type: none"> <li>• Dedicated document storage areas that are anticipated to become empty upon digitization of document storage have been sized modularly to allow conversion to flexible office space in the future.</li> <li>• The program room use analysis has identified portions of room capacity availability that are not planned at this time and can be developed upon determination of future programs.</li> <li>• Facility scenarios can explore program placement to allow for future growth as a driver for scenario development.</li> </ul>
<p><i>Modular Planning Approach</i></p>	<p>The Modular Planning approach has based space program on a 10’ module to allow for flexibility in spaces. Staff offices and conference room spaces have been designed within 10 foot modules to create flexibility in spaces and easier transformation of space from one use to another. Spaces developed as hard wall areas should consider the future adaptation of their intended use to another when planning adjacencies, access and security.</p>
<p><i>Definition of Terms</i></p>	<p>For the purpose of this document, a standard definition of terms has been used to describe space. These have been classified into four (4) categories:</p> <ul style="list-style-type: none"> <li>▪ <u>Net Square Footage (NSF)</u>- the quantity of spaces, multiplied by the square feet for each space.</li> <li>▪ <u>Departmental Net Square Footage</u> - the total Net Square</li> </ul>



# Facility Program

## Methodology

Footage (NSF) of all spaces within a department.

- Departmental Gross Square Footage - the Departmental NSF is then multiplied by a Departmental "Grossing Factor" which accounts for primary and secondary circulation. This factor varies between departments.
- Building Gross Square Footage - the total Departmental Gross Square Footage, plus a Building Grossing "factor" which for a project of this type, is defined as 15% or 1.15. This grossing factor includes the area occupied in the building core by toilet rooms, fan rooms, janitor/electrical/telephone closets, thickness of exterior walls, and other such spaces.

All of these square footages represent a mathematical exercise for planning purposes and should ***not necessarily be considered the exact square footage*** that is required. Ultimately, it will be the approved space plans that will be the physical confirmation of the Space Program requirements and square footage requirements for final construction.

### Adjacency

There are four identified levels of adjacency:

- Primary – these adjacencies are required and must be met
- Secondary – these adjacencies are not vital, but are important
- Line of Sight – visual access from one space to another is necessary for oversight or direction
- None – there is no need for an adjacency

Functional relationship diagrams are provided to illustrate the adjacency needs between spaces and zones of activity.

### Functional Space Type

The Functional Space Type is a method of creating the actual NSF for an individual needed for specific job tasks and takes into account the inventory and size of furnishings and equipment needed in a particular space. It does not identify hierarchical organizational structure, actual final furniture selections or partition material (hard wall vs. panel system). Space Types are shown as individual workspaces, however these spaces can be clustered together to create collaborative teaming areas.



# Facility Program

## Facility Program Organization

### *Space Program Summary*

The Space Program Summary designates the total sum of square footage by Site Component, Service Model Component, Activity Area, and individual space. The Summary contains staffing, quantity, and unit net square footage per space, use designation, and brief comments to explain the space. Technical requirements atypical of Building Standard Assumptions, including equipment, furniture, storage space and any unique details that are necessary for design of the space are included in the comments below each individual space.

The Master Space Program Summary, organized within the following schema, assigns a unique Index Number for each space. The program is organized as follows:

- I. Site Component
  - A. Service Model Component
    01. Activity Area
      - 01) Individual public or staff space

### *Standard Building Assumptions*

Standard Building Assumptions that identify typical parameters and assumptions are outlined in the Facility and Site Requirements section including information related to:

- Operating Hours
- HVAC and Air Quality
- Plumbing
- Electrical
- Communications
- Ceiling Height
- Maintenance
- Materials and Finishes
- Acoustics
- Lighting
- Furniture
- Signage
- Restrooms
- Safety and Security



# Facility Program

## Program Development and Assumptions

*Civic Services*

The following improvements and amenities were taken into account in the development of the Civic Services Program:

- Enhanced, Accessible Public Lobby and Staff / Public Interaction Space
- Upgraded, Accessible Public Restrooms
- Sufficient Offices for Current and Anticipated Staff Positions
- Increased Access to Conference Space for both Dedicated Staff Use and Staff/Public Interaction
- Enhanced City Council Chambers and Amenities

Compromises made with program reductions identified through discussions with City Staff, the Core Team and Advisory Committee included:

- Reduction in number of dedicated future offices as outlined in Initial Master Plan Program
- Building Materials Storage will be held Offsite (this is consistent with the existing condition)

*Police*

The following improvements and amenities were taken into account in the development of the Police Program :

- Enhanced Facility Structure to meet Current Essential Services Guidelines and other Applicable Codes
- Increased Staff and Evidence Materials Storage Areas within the Facility for Increased Security (This is Currently Stored Offsite)
- Provision of Appropriate Emergency Operations Center
- Upgraded Facilities for Processing Areas, including Separation of Male and Female Processing Areas

*Community Center*

The following improvements and amenities were taken into account in the development of the Community Center Program :

- Increase in Program Rooms for Recreation Programming
- Enhanced Fitness Facilities
- Development of a Multi-Generational, Multi-Use Facility
- Enhanced and Increased Community Program and Event Spaces and Adjacent Storage Capacity
- Upgraded Food Services and Catering Area for Events
- Increased Recreation Administration & Support Space
- Upgraded, Accessible Restrooms and Facilities

Priorities were established for necessary Program reductions as follows:

- Space for Los Altos Recreation Programs was Prioritized
- A Shift to Market Rate Rental of Space for Partner Organizations was Identified



# Facility Program

## Program Development and Assumptions

### *Multi-Purpose Theater*

Factors considered in the analysis of number of Program Rooms include:

- High Usage Times and Users for Multi-purpose Program Rooms
- Effect of Summer Program Capacity Requirements on Facilities
- Program Specificity, e.g. Art, Music, and Fitness to allow for ease in setup and maintenance of Program Rooms throughout the day, as well as provide the proper amenities in these spaces

The clear priority for the Theater is for drama and musical comedy from the Los Altos Youth Theatre organization (a City of Los Altos Recreation Program) and a Community Theatre group, but a variety of other types of uses were identified throughout the Programming process such as City meetings and lectures, children’s theatre, drama, film, video, and future corporate rentals.

Based on current user needs and reasonable assumptions for attracting new patrons, the Theater Program is based on a 200 seat Multi-Purpose Theater.

The following improvements and amenities were taken into account in the development of the Multi-Purpose Program :

- Larger Theater – 200 Seats Compared to Current 99 Seats
- Full Fly Space or Modified Fly Space is Possible within Footprint
- Audience Support Spaces were Included (Box Office, Lobby, Concessions, Restrooms, etc.)
- Enhanced Performer Dressing/Toilet/Makeup Space
- Can Include Extended Theater Program Footprint on Site, as a Phased Future Option

Compromises made with necessary Program reductions:

- Scenery and Costume Construction and some Storage are Assumed to be Offsite (this reflects the existing condition)
- Theater Organization Offices would be Offsite
- Shared Dance/Rehearsal Spaces will not be dedicated, but will be shared use through the Community Center Program Spaces

### *Library*

The Los Altos Library Services and Space Needs Assessment was conducted in May 2008 in parallel with the City of Los Altos Community Center Master Plan process. Information for the Library Program was adopted directly from these highly detailed reports.

The following improvements and amenities were developed in the Needs Assessment program and were carried through the Facility Program development:

- Enhanced Display of Books and Increased Capacity of Shelving
- Increased Seating Capacity by ~25% and Public Access Computer Stations by ~50%



# Facility Program

## Program Development and Assumptions

- Inclusion of Space for Friends of the Library Storage and Sales
- Creation of Dedicated Children's Programming Space
- Increased Processing and Staff Space

The Facility Program also enhanced the program developed through the Library Needs Assessment Program to include necessary new facility increases such as expanded mechanical spaces and potential stair and elevator space, should the facility be built as a two-story building.

### *Swim Facility*

The Los Altos Pool Foundation Environmental Impact Report and numerous additional documents were developed between 2004 and 2007. Information for the Swim Facility Program was developed at a Master Plan level directly from these highly detailed reports.

The following improvements and amenities were developed as part of the Pool EIR report and were carried through the development of the Facility Program:

- Full EIR Program was Included (from April 2004)
  - Two Pools
  - Water Play Feature
- Inclusion of Restroom and Locker Facilities
- Parking Requirements from Full EIR Program were Included (126 Spaces)

### *Exterior Spaces*

A high priority for the community was the inclusion of significant green and open space, as well as large public gathering and smaller informal public gathering spaces. These were included in the Facility Program to accommodate these needs as expressed by the Community.

A strategy to address the need for more distributed parking in closer proximity to high traffic services and facilities was later developed along with site scenario planning and described in more detail in the sections to follow.



## Facility Program

### *Space Program Summary*

The following chart is an overall summary breakdown of the Facility Program that compares the relative sizes of the different program elements as they currently exist, as they were studied over the course of the City of Los Altos' process and the resultant Facility Program identified for the Master Plan.

The overall process established an initial draft Facility Program which was the "ideal" based on meeting all service and operational needs. A series of study sessions were held with specific departments, a cost recovery analysis with a cost recovery consultant, Theater representatives and a specialty Theater Consultant, and the Advisory Committee. In light of the information gathered from these groups, and under the direction of the City Council, this draft Program was reviewed and strategically reduced in an effort to balance the Community and City's needs while striving to maintain the service goals identified in the Community Input process. Cost and Funding strategies were also developed to inform targeted program reductions, resulting in the Final Facility Program summarized in the far right column and guidelines for the development of the Facility Scenario options in the next phase.

Areas that were reduced during this process were:

- Office spaces for anticipated future employees and for volunteers and volunteer coordinators
- Various functionally specific Program Rooms; those that remain were analyzed for highest efficiency of usage
- Program Rooms planned for future growth of Recreation Programs
- Dedicated use space for non-City Organizations



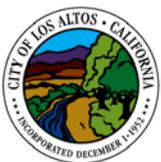
## Facility Program

### Space Program Summary

Program Element	Existing Facilities	Space Allocation Study (w/35% Growth), Library and Pool Needs Assessments	Proposed Master Plan Program (10/20/08)	Proposed Master Plan Program (12/16/08)
Civic Services	9,882 sf	13,325 sf	23,562 sf	<b>19,880 sf</b>
Police Department	11,641 sf	15,857 sf	18,814 sf	<b>18,814 sf</b>
Community Center	33,970 sf + 6,350 sf circulation= 40,320 sf	36,960 sf	76,005 sf	<b>55,600 sf</b>
Multi-Purpose Theater	4,570 sf	N/A	32,743 sf	<b>12,500 sf</b>
Library	28,050 sf	39,440 sf	47,866 sf *Depending on Renovation or New Facility and Height	<b>47,866 sf</b> *Depending on Renovation or New Facility and Height
Swim Facility	*Unknown	22,414 sf *Includes One Pool + Water Play Feature	39,860 sf *Includes Two Pools + Water Play Feature	<b>39,860 sf</b> *Includes Two Pools + Water Play Feature
Exterior Spaces	*Unknown	*Unknown	266,805 sf Program 171,350 sf Parking	266,805 sf Program TBD Parking



# Facility Program



## Facility Scenario

### Introduction

#### Overview

Initially, four Site Facility Criteria sets were developed for exploration through a Community Design Charrette. Critical issues and tradeoffs of the inclusion, location and phasing of various programmatic elements on the site were explored through each of these criteria sets. Using key insights from the Charrette, three scenarios were developed and refined for presentation to the Community and the Council. Ultimately the direction for development of the Preferred Facility Scenario for the future Community Center Site Master Plan was given by Council to best meet the overall programmatic needs, optimize use of the site, and minimize impact to the surrounding neighborhoods.



## Facility Scenario

### *Community Design Charrette*

The objectives of the Community Charrette were to engage the Community in a creative process to gather insights and develop multiple rapid site scenarios at a Master Plan level.

A representative group of members from the Community were organized into four teams, each of which explored the opportunities and constraints of the site using unique scenarios with varying building and exterior program components in a creative exercise where they rapidly generated multiple schemes for the site.

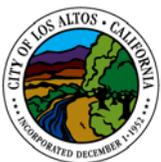
All of the teams were provided with an analysis of the existing site conditions and were encouraged to explore the orientation, location, and massing of buildings in their site layouts to respond to these conditions in addition to their particular criteria set.

In addition, each team was given standard assumptions to be considered in all scenarios:

- All Components in Scenario must be Included in Design
- LEED Certification will be required per City Policy, so Consideration should be made for:
  - Maximize Energy Efficiency
  - Site Orientation and Effective Use of Available Sun
  - Capture of and Protection from Prevailing Winds
  - Assume Water Retention on Site
- Minimize Disruption to Site and Existing Facility Operations through Phasing Strategy
- Parking may be Accommodated through a Combination of Underground, Surface and Structured Parking
- History House, History Museum and Neutra House Facilities as Existing

Additionally, each team was given design drivers to be taken into account in all scenarios:

- Enhanced Connectivity to the Downtown Village
- Safe Vehicle and Pedestrian Access Onto & Through Site
- Enlarged and Enhanced Community Open Space
- Attention to Protection of Identified Significant Trees
- Protection of and Promotion of Los Altos History
- Expansion of Space Available for Programs to Serve the Community
- Maximized Shared Use of Program Elements
- Establishment of Multi-Generational Facilities
- Facilities that are Sustainably Designed and Efficient to Maintain
- Contextual Aesthetic that Maintains a Village Feel



## Facility Scenario

### Community Design Charrette

#### Charrette Learning

Key concepts that developed from the Community Charrette and the exploration of the site's opportunities and constraints were:

- Visual impact along San Antonio is important and use needs to be considered: is it green open space, structure or both?
- Proximity of the Theater to downtown is a key driver for its location
- Maximizing open space is a high priority, and measures to maximize building density, incorporate structured parking and potential reductions to the Program, should be considered as means to achieving this
- Internal site pedestrian access is preferable, so parking should be convenient, accessible and adjacent to facilities. The Community identified a Goal to have less surface parking and concentrate parking underground, if affordable
- Recreational uses and fields should be grouped together and Civic Services together
- Noise and structure height should be a consideration with respect to neighboring properties
- Location of Police is a key driver to the site layout. There is a tradeoff between the mono-pole direct adjacency required at the Police facility versus Police having direct access to street. Additionally, Police evolved as a key phasing driver.
- Demolition of the Youth Center facility was noted as a key driver in allowing construction of new facilities while maintaining other facility functionality.
- General conclusions about the phasing sequence include strategies to use the baseball field as staging area and Hillview as a temporary space during phasing



## Facility Scenario

### Development of Three Site Facility Scenarios

*Building Program Guidelines*

The City Council provided direction for the inclusion of specific program elements in all three Site Facility Scenarios. Civic Services, Police Department, Community Center and Multi-Purpose Theater were to be included in all scenarios. The History House, History Museum and Neutra House were to be included and maintained in their existing locations.

The Library was to be included in its existing location in at least one scenario and located in its existing or a new location in other scenarios. The Swim Facility was to be included in at least one scenario.

*Exterior Program Element Guidelines*

Specific guidelines for inclusion of exterior program elements in the scenarios were grouped by priority order as listed below. All of the elements from Group A were to be included in all three scenarios, next in priority were the elements in Group B, and then the elements in Group C.

Group A (highest priority):

- Police Dedicated Parking and Sallyport - 12,825 sf
- One Regulation Soccer Field - 92,000 sf
- One Regulation Little League (12 & Under) Baseball Field - 50,000 sf
- Orchard - 21,780 sf

Group B (second priority):

- Playgrounds for Under 5 and 5+ Children – 10,000 sf
- Exterior Gathering Spaces & Senior/ Children's Garden, Picnic/BBQ Area - 11,400 sf
- Skate Park - 10,000 sf (Include in One Scenario)
- 2 Bocce Ball Courts – 5,400 sf

Group C (third priority):

- 2 Additional Bocce Ball Courts – 5,400 sf
- Second Regulation Soccer Field - 92,000 sf
  - (Explore Possibility of Including this Element)
- Softball Field - 48,000 sf

*Parking Strategy*

Council direction was that surface parking was to be maximized in order to identify the total number of parking spaces available on the site through strictly surface parking.

A total required parking calculation of 520 spaces for inclusion of all program elements was established based on initial interpretation of the City zoning code requirements. Parking count numbers took into account assumptions regarding shared uses and overlaps in scheduling with other program elements.



## Facility Scenario

### Development of Three Site Facility Scenarios

#### *Design Drivers*

The same design drivers as established for the Community Design Charette were considered in the development of the three scenarios:

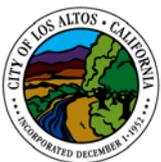
- Enhanced Connectivity to the Downtown Village
- Safe Vehicle and Pedestrian Access Onto & Through Site
- Enlarged and Enhanced Community Open Space
- Attention to Protection of Identified Significant Trees
- Protection of and Promotion of Los Altos History
- Expansion of Space Available for Programs to Serve the Community
- Maximized Shared Use of Program Elements
- Establishment of Multi-Generational Facilities
- Facilities that are Sustainably Designed and Efficient to Maintain
- Contextual Aesthetic that Maintains a Village Feel

In addition to these, the following additional drivers were identified by Council for the development of the three scenarios:

- Phasing Strategy Impacts
- Minimizing Vehicular Exits to and from Hillview
- Consideration of Neighboring Residential Concerns
- Consideration of Neighboring Commercial Concerns
- Protection of Significant Trees
- Evaluation of Cost Impacts of Each Scenario



# Facility Scenario



## Facility Scenario

### Scenario One

*Program Elements Included*

The following program components were included in Site Facility Scenario One:

- Police
- Civic Services
- Community Center
- Library
- Multi-Purpose Theater
- Swim Facility
- Exterior Elements:
  - Soccer & Little League Fields
  - Orchard
  - Playgrounds
  - Exterior Gathering Spaces
  - Skate Park
  - Two Bocce Ball Courts

*Site Concept Overview*

Scenario One was conceived as a triad of public buildings facing San Antonio Road and a second triad of civic buildings facing the internal courtyard adjacent to the historic woodlands. This scenario establishes a pedestrian campus feel with vehicular traffic primarily concentrated around the perimeter of the site. The prominent curved pedestrian path through the site allows for a continuation of Edith Street and serves to connect the neighboring community with the Downtown district.



*Site Architectural Concept*

The public building triad is composed of the Theater, Community Center and Library buildings surrounding a walkable orchard. The internal civic courtyard is sheltered by the Police, City Hall and the Community Center buildings. The clustering of buildings provides easy pedestrian access and increases potential opportunities for shared use

## Facility Scenario

### Scenario One

#### *Parking Concept*

Scenario One assumes a requirement of 520 parking spaces. A two-story parking structure located adjacent to the Theater, Community Center and City Hall buildings accommodates approximately 25% of the parking required on the site reserving enough space for the full exterior program, including the Aquatic Facility and Skate Park, on the site.

- A. Community Center
- B. City Hall
- C. Police Department
- D. Athletic Fields, Aquatic Facility, Skate Park
- E. Library
- F. Parking Structure
- G. Theater



#### *Phasing Strategy*

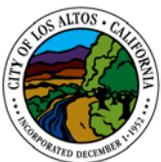
The Master Plan for the site in Scenario One would be developed over time in phases as follows.

The existing History House, History Museum and Historic woodlands surrounding these elements will remain in their existing locations.

**Phase One:** Youth Center is demolished and new two-story Community Center (A) is constructed. Service at City Hall, Police, Library, Theater and existing Community Center is uninterrupted.

**Phase Two:** The new two story City Hall (B) is constructed. A courtyard connection between the new Community Center and City Hall is developed. Existing surface parking is maintained. Community Center services are moved to new facility, and the existing Hillview buildings can be used as temporary facilities. Service at City Hall, Police, Library and Theater is uninterrupted.

**Phase Three:** The existing Police Department building is demolished and a new two-story Police Department (C) is constructed. Temporary housing for the Police station during construction would be required. Adjacent surface parking is reconfigured. Services at City Hall, Library, Theater and Community Center would be uninterrupted.



## Facility Scenario

### *Scenario One*

**Phase Four:** Hillview Center and Bus Barn Theater buildings are demolished. Temporary accommodations for the Theater would be required. The Neutra House is relocated to the Historic Woodlands area. New Regulation Athletic Fields, Aquatic Facility, Skate Park (D) and adjacent surface parking are constructed in new locations. Services at City Hall, Library, Police and Community Center would be uninterrupted.

**Phase Five:** Existing Library facility is demolished and new two story Library (E) is constructed with adjacent surface parking. Temporary housing for the Library and Theater would be required. Services at City Hall, Library and Community Center would be uninterrupted.

**Phase Six:** New two-story Parking Structure (F) is constructed. Temporary housing for the Theater would be required. Services at City Hall, Library and Community Center would be uninterrupted.

**Phase Seven:** Existing City Hall facility is demolished and new Theater (G) is constructed. Orchard trees are planted along San Antonio Road. Temporary housing for the Theater would be required until construction is completed. Services at City Hall, Library and Community Center would be uninterrupted.



## Facility Scenario

### Scenario One

#### *Landscape Concept*

The landscape design includes the Orchard and a potential location for a water feature in the Civic Courtyard along San Antonio Road as well as an interior green courtyard. Plantings buffer parking areas and sports fields from neighboring residential properties and trees line the pedestrian pathways within the site.

- A. Community Center
- B. City Hall
- C. Police Department
- D. Athletic Fields, Aquatic Facility, Skate Park
- E. Library
- F. Parking Structure
- G. Theater



#### *Community Comments*

Feedback from the Community Charette for Scenario One is summarized as follows:

- Concern with Heavy Traffic Flow and Parking Load to Accommodate Programs
- There is a Need to Resolve Potential Conflict with Overlapping Library and Community Center Traffic and Parking
- Theater Would Be Better Located Downtown
- Bocce Ball Courts Should be Located Near Senior Lounge
- Concern with Stray Baseball Foul Balls onto Hillview
- Concern that there will be a Lapse in Access to a Baseball Field during Phasing
- Parking and Roads Adjacent to Neighbors Need Landscape Buffers
- Site Layout Feels Very Rectilinear and Formal



## Facility Scenario

### Scenario Two

*Program Elements Included*

The following program components were included in Site Facility Scenario Two:

- Police
  - Civic Services
  - Community Center (one Story)
  - Library (Existing)
  - Multi-Purpose Theater
- Exterior Elements:
    - Soccer and Little League Fields
    - Orchard
    - Playgrounds
    - Exterior Gathering Spaces
    - Two Bocce Ball Courts

*Site Concept Overview*

Scenario Two creates a grouping of three buildings with an entry civic plaza centered on the intersection of Edith Street, Main Street and San Antonio Road. A second plaza provides an exterior gathering space along the interior road that meanders through the site.

The central pedestrian axis through the site serves to connect the East and West ends of Edith Street and provides a direct connection to downtown. Vehicular circulation through the site links surface parking areas although it crosses pedestrian paths of travel.



*Site Architectural Concept*

Two plazas are created by the central position of City Hall with the Theater and Police Buildings and Library flanking it on either side.

The Community Center building is located at the south end of the site, adjacent to sports fields and convenient parking. The Community Center and Library buildings are both single story, which contributes to the low scale, campus feeling of the site. All parking requirements are met with the provision of surface parking.



## Facility Scenario

### Scenario Two

#### *Parking Concept*

Scenario Two assumes a requirement of 394 parking spaces. The exclusion of the Swim Facility program element from this scenario results in a reduction of 126 parking spaces.

- A. Community Center
- B. Athletic Fields
- C. City Hall
- D. Police
- E. Library
- F. Theater



#### *Phasing Strategy*

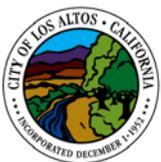
The Master Plan for the site in Scenario Two would be developed over time in phases as is indicated below. This scenario is operationally the least disruptive of the three scenarios as City Hall, Community Center, Theater and Youth Center operations can all continue uninterrupted during construction of their facilities in new locations.

The Existing History House and History Museum will remain in their existing location. In this scenario, the existing baseball field will remain in its existing location as well.

**Phase One:** A new one-story Community Center (A) with adjacent surface parking is constructed along Hillview Avenue. The existing Bus Barn Theater facility may remain in its existing location until a new facility is constructed. There is a temporary lapse in soccer field access. Services to the remaining program elements on the site are uninterrupted.

**Phase Two:** Hillview Community Center buildings are demolished and a new Soccer Field (B) is constructed in the southeast corner of the site. Services to the remaining program elements on the site are uninterrupted.

**Phase Three:** A new two-story City Hall (C) with adjacent surface parking is constructed in its new location. Services to the remaining



## Facility Scenario

### *Scenario Two*

program elements on the site are uninterrupted.

**Phase Four:** The Youth Center and Police Department buildings are demolished and a new two-story Police Department building (D) with adjacent surface parking are constructed. The interior plaza connecting the City Hall with the Police Department building and the adjacent vehicular road are constructed. Services to the remaining program elements on the site are uninterrupted.

**Phase Five:** The existing Library (E) is remodeled with a two-story entry expansion in its current location and new San Antonio facade. Orchard trees are planted along San Antonio Road. Temporary housing of at least a portion of the Library program would be required. The vehicular road that crosses the site linking north and south parking areas is completed. Services to the remaining program elements on the site are uninterrupted.

**Phase Six:** The existing City Hall facility is demolished, a new Theater (F) is constructed and orchard trees are planted completing the civic entry plaza. Services to the remaining program elements on the site are uninterrupted.



## Facility Scenario

### Scenario Two

#### Landscape Concept

The landscape design provides circulation paths lined with trees. Orchard trees are prominent along San Antonio and dispersed throughout the civic plazas. Existing and new trees buffer parking areas and sports fields from neighboring residential properties

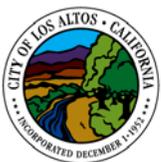
- A. Community Center
- B. Athletic Fields
- C. City Hall
- D. Police
- E. Library Theater



#### Community Comments

Feedback from the Community during the Community Forum for Scenario Two is summarized as follows:

- Community Center Has No Civic Presence from San Antonio
- Parking Adjacent to Library is Insufficient
- Limited Accessible Parking
- Majority of Parking is across Roadways from Facilities
- Police is Located Too Far from San Antonio
- Phasing is Least Disruptive to Existing Uses
- Least Amount of Construction and Cost
- No Pool, No Skate and Library Remodel Only
- Appreciation that Parking Requirements were met with a Library Remodel



## Facility Scenario

### Scenario Three

*Program Elements Included*

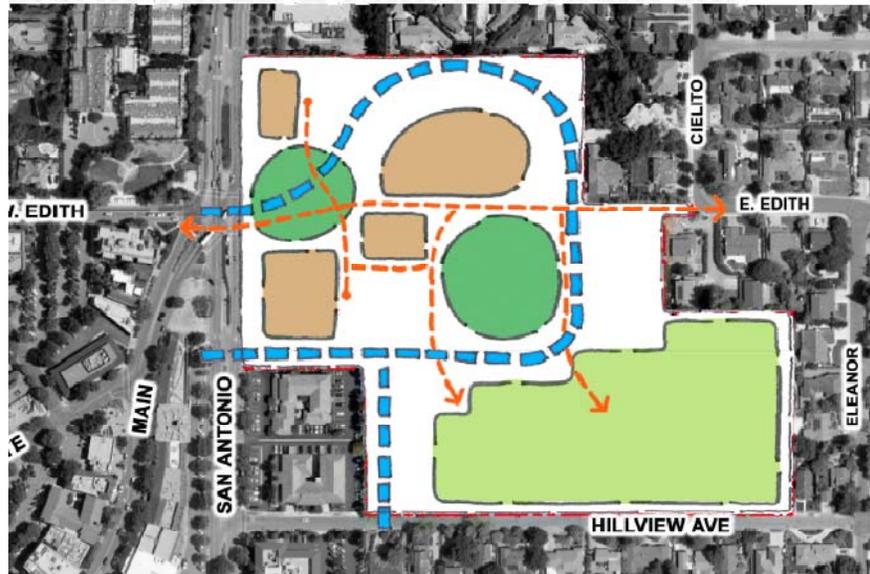
The following program components were included in Site Facility Scenario Three:

- Police
  - Civic Services
  - Community Center
  - Library
  - Multi-Purpose Theater
  - Swim Facility
- Exterior Elements:
    - Soccer Field and Little League Field
    - Orchard
    - Playgrounds
    - Exterior Gathering Spaces
    - Skate Park
    - Two Bocce Ball Courts

*Site Concept Overview*

Scenario Three forms a vital connection to downtown with the continuation of Main Street through the site. The main entry to the site from San Antonio Road is through a civic plaza surrounded by Orchard. This connection of the site to downtown is furthered by a pedestrian pathway through the center of the site that connects the East and West ends of Edith Street which is a visually straight line of sight.

Building massing is concentrated allowing for maximum shared use of public interior space, open space, and athletic fields on the site.



*Site Architectural Concept*

The Police building, Library and Orchard are located along San Antonio Road and flank a drive-through plaza that serves as an extension of Main Street into the site. The Theater and combined City Hall / Community Center buildings serve as a backdrop to the entry plaza and complete the civic presence on San Antonio Road. The curvilinear shape of the street is mirrored in the shape of the buildings, providing architectural interest and visually leading to the interior



## Facility Scenario

### Scenario Three

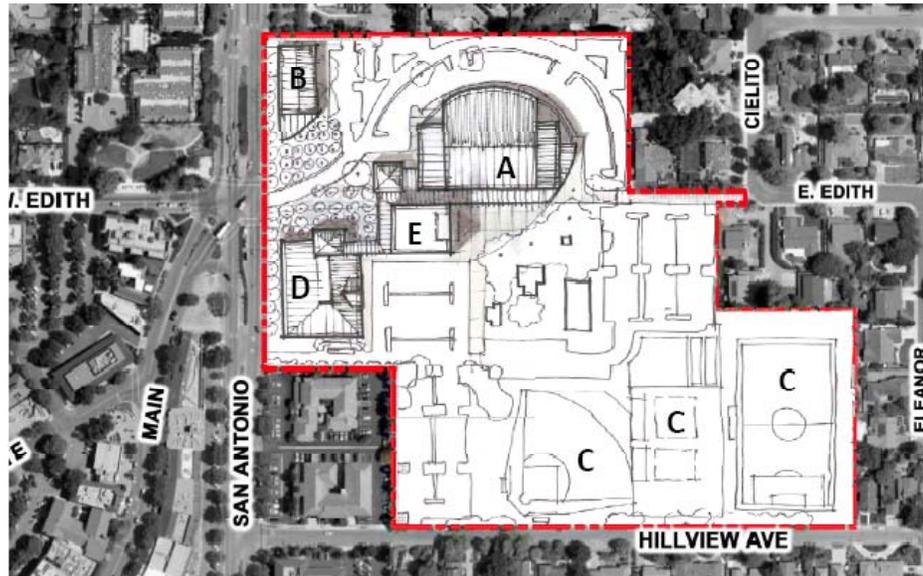
public plaza, adjacent to the historic woodlands.

A combined Community Center and City Hall in one building offers increased shared use of spaces as well as allowing full exterior program of Athletic Fields, Aquatic Facility and Skate Park.

#### *Parking Concept*

Scenario Three assumes a requirement of 520 parking spaces. All parking requirements are met with surface parking.

- A. Community Center/City Hall
- B. Police
- C. Athletic Fields, Swim Facility, Skate Park
- D. Library
- E. Theater



#### *Phasing Strategy*

The Master Plan for the site in Scenario Three would be developed over time in phases as follows. Library and Police will require alternate locations for their continued operations during construction.

The Existing History House and History Museum will remain in their existing location. In this scenario, the existing baseball field will remain in its existing location as well.

**Phase One:** Existing Police Department building, Youth Center and Orchard are demolished and a new combined, two-story City Hall and Community Center building (A) is constructed. New vehicular road and adjacent surface parking are constructed.

**Phase Two:** Existing City Hall is demolished and a new two-story Police Department (B) is constructed in the northwest corner of the site along San Antonio Road. Orchard trees are planted on either side of the vehicular entrance to the site.



## Facility Scenario

### Scenario Three

**Phase Three:** Existing Hillview Community Center buildings and Bus Barn Theater are demolished. New Athletic Fields, Aquatic Center and Skate Park (C) are constructed with adjacent surface parking.

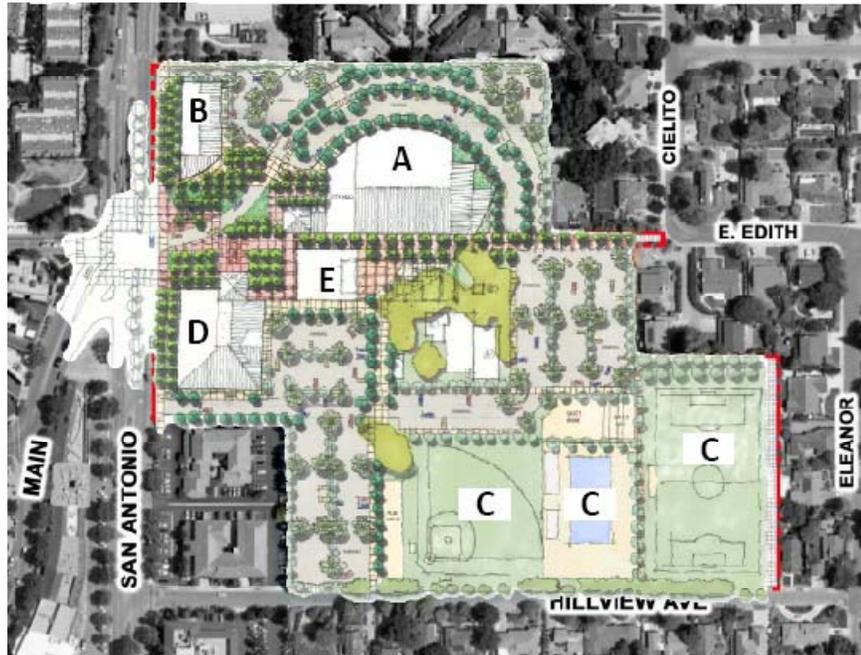
**Phase Four:** Existing Library is demolished and a new two-story Library (D) is constructed in a new location with adjacent surface parking.

**Phase Five:** A new Theater (E) is constructed to completing the plaza.

#### Landscape Concept

- A. Community Center/City Hall
- B. Police
- C. Athletic Fields, Swim Facility, Skate Park
- D. Library Theater

The landscape design provides circulation paths lined with trees. Orchard trees are prominent along San Antonio and dispersed around the civic plazas. Existing and new trees buffer parking areas and sports fields from neighboring residential properties.



#### Community Comments

Feedback from the Community for Scenario Three is summarized as follows:

- Like Organic Curve and Flow of Site Layout
- Best Connectivity to Downtown
- Consider Increase in Parking Adjacent to Library (above grade or below grade)
- Landscape Buffer at Street/Parking Adjacency to Neighbors
- Like City Hall / Community Center Combination
- Concern with Stray Baseball Foul Balls onto Hillview
- No Baseball during Phasing
- Pedestrian Access to Orchard should be Enhanced



## Facility Scenario

### Key Insights

The following matrix is a side by side comparison of the opportunities and constraints of the three Site Facility Scenarios.



Design Drivers	Scenario One	Scenario Two	Scenario Three
Connectivity to Downtown	Good Civic Presence	Good Village Aesthetic	Excellent Main Street Connection
Safe Vehicle and Pedestrian Access	Very Good	Reduced	Good
Enlarged and Enhanced Open Space	Very Good	Reduced	Good
Protection of Significant Trees	Good	Very Good	Good
Promotion of Los Altos History	Very Good	Good	Very Good
Maximized Shared Use of Program Elements	Very Good	Good	Excellent
Establishment of Multi-Generational Facilities	Good	Reduced	Very Good
Sustainably Designed and Efficient Facilities	Very Good	Good	Very Good
Contextual Aesthetic that Maintains a Village Feel	Two Story Campus	Single Story, Similar to Existing	Two Story Campus
Neighborhood Residential Concerns	Some Concerns	Less Concerns	Some Concerns
Neighborhood Commercial Concerns	Very Good	Good	Good
Minimizing Exiting to / from Hillview	Single at Existing	Two Exits	Single Exit
Phasing Strategy Impacts	Minimal	Some Impacts	Minimal
Cost	\$\$\$\$	\$\$\$	\$\$\$\$



## Facility Scenario

### *Basis for Cost Analysis*

#### *Cost Model Components*

The following pieces of a conceptual Cost Model were analyzed for each of the three Site Facility Scenarios:

- **Hard Costs:** direct costs to construct a building or structure, otherwise known as "brick and mortar" costs. Hard costs include are building and site costs, design contingency, contractor overhead and profit, and change order contingency.
- **Soft Costs:** expenses other than hard costs incurred in developing a project. Soft costs include design fees, permits, testing and inspections.
- **Escalation** is estimated from historic data and is included as a compounding annual estimated rate. The assumption of project time frame and escalation assumptions is unpredictable and must be revisited at each stage of the project.
- **Contingencies:** Three contingencies have been established:
  - Design Contingency – this is held within the established design budget to accommodate unknowns that arise during the project design.
  - Change Order Contingency – this is held as part of the construction cost to accommodate unknowns that occur during the construction process.
  - Project Contingency – this is held by the owner outside of the total construction budget to accommodate any unknowns or design additions that arise during the project process.

#### *Cost Model Assumptions*

The following assumptions were made in the development of the following Cost Analysis tables:

- Schedule Assumptions, made for modeling purposes only:
  - Estimated mid-point of construction: May 2014
  - Single Phase Construction of approximately 18 to 24 months
- Construction Delivery
  - Competitively Bid, Minimum of 5 Qualified Bids
  - Contractor to Pay Prevailing Wages
  - No Phasing Priority Assumptions are Made at this Time
  - Full Site Access During Normal Business Hours
- This Cost Model is Not a Cost Estimate, but Provides Budgetary Numbers Only
- This Cost Model Does Not Include:
  - Furniture, Fixtures and Equipment
  - Cost of Financing
  - Moving Expenses
  - Temporary Operational Expenses
  - Regulatory Fees
  - City Staff Time



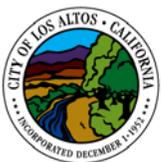
## Facility Scenario

### Conceptual Cost Models for Three Scenarios

*Cost Model Summary*

The following chart is a summary of the Conceptual Cost Models for each of the Three Scenarios. Additional detail can be found in the full Facility Scenario portion of this report.

Program Element	Unit or \$/SF	Scenario One	Scenario Two	Scenario Three
Site Hard Costs		\$ 11,353,629	\$ 10,191,484	\$ 12,562,842
Building Hard Costs		\$ 82,957,346	\$ 60,502,420	\$ 78,175,646
<b>Hard Costs Subtotal</b>		<b>\$ 94,310,975</b>	<b>\$ 70,693,904</b>	<b>\$ 90,738,488</b>
Soft Costs	35%	\$ 33,008,841	\$ 24,742,866	\$ 31,758,471
<b>Project Subtotal</b>		<b>\$ 127,319,816</b>	<b>\$ 95,436,770</b>	<b>\$ 122,496,959</b>
Escalation	16%	\$ 20,371,171	\$ 15,269,883	\$ 19,599,514
Project Contingency	10%	\$ 12,731,982	\$ 9,543,677	\$ 12,249,696
<b>TOTAL</b>		<b>\$160,422,969</b>	<b>\$ 120,250,330</b>	<b>\$ 154,346,169</b>



## Facility Scenario

### ***Council Direction for Preferred Scenario***

After review of the three Site Facility Scenarios, the City Council selected Scenario Three as the general direction with the following considerations and direction for the development of the Preferred Scenario:

- History House to Remain in its Existing Location
- Neutra House to Remain in its Existing Location
- Provide Surface Parking Only to Assess Total Spaces Possible (with Exception of Police Underground Secured Garage)
- Full Program for Civic Services, Police, Community Center
- Maintain the Outline of Theater on the Site and Explore Alternate Location and Feasibility at Village Park
- Maintain Flexibility of New Library or Expansion/Renovation
- Include Two Pools and Water Play Swim Facility
- Exclude a Skate Park; an Alternate Location will be Determined by the City
- Increase Landscape Buffers at Residential Neighbors Where Possible
- Assess Options for Development of Below Grade Construction

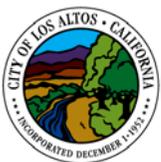
### *Response to Council Direction*

The development of the Preferred Scenario responds to the above Council direction in the following areas:

- Initial conceptual building sections were studied to identify opportunities and constraints.
- Below grade construction options were explored in the areas of public program space, back of house program elements and parking. Parking was identified as the most viable option for underground construction.
- The Library Facility is maintained in its existing location to allow for optimal flexibility.
- In the instance of a new Library facility, increased potential for parking was assessed.
- Landscape buffer at the site's perimeter adjacent to residential neighbors was increased.



# Facility Scenario



## Facility Scenario

### Development of Preferred Scenario

The first step in development of the Preferred Scenario was a refinement of the initial Parking Strategy previously outlined in this report. This effort was done in collaboration with City staff with the following guidelines:

- Established Use Expectations by Program Element
- Developed a Parking Distribution Strategy
- Refined Shared Use Concept
- Developed Additional Parking Options:
  - Increased below grade secure parking for Police staff and Police vehicles
  - Added drop off areas
  - Increased proximate parking to the Community Center and City Hall
  - Developed cost options for increased underground or structured parking (with potential for increase in landscaped areas)

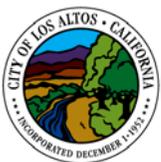
A total of 611 spaces are required on the site to fully park all program elements, taking shared use into consideration. This is the number of spaces that were used as the guideline for the Preferred Scenario development.

Program Element	Basis of Calculation (City of Los Altos Parking Requirements)		Parking Count
City Hall Staff	1 per 1 employees	45	45
City Hall Pool Cars	1 per 1 Vehicle	10	10
City Hall Visitors	-	10	10
City Hall Council Chambers	1 per 2 seats	200 seating capacity	*(100)
Recreation (Including Staff)	1 per 300 SF (Public Space)	55,600 SF	185
Police Staff (Secured)	1 per 2 employees	60	30
Police Staff Patrol and Department Cars (Secured)	1 per 1 Vehicle	36	36
Police Visitors	-	5	5
Library (including Staff)	1 per 400 SF (Public Space)	47,866 SF	120
History House and History Museum	-	Maintain Existing Usage	44
Swim Center		126 (per EIR)	126
Baseball	1:1	15 players/team + coach	*(32)
Soccer	1:1	22 players/team + coach	*(46)
	Existing 343 spaces	<b>TOTAL</b>	<b>611</b>

\*Assumes Shared Use of these Spaces



# Facility Scenario



## Facility Scenario

### Preferred Facility Scenario

#### Site Concept Overview

No major adjustments were made to the site concept of Scenario Three in the development of the Preferred Facility Scenario.



#### Site Architectural Concept

The architectural concept of a civic, public plaza on San Antonio Road and a quieter, internal public gathering space near the existing historic woodlands was maintained by shifting the location of City Hall to the position originally planned for the Theater, whose location was being explored off-site. This allows for separation of the more public plaza from the quieter public gathering space.

#### Parking Concept

Based on the refined Parking counts, a substantial amount of surface parking was added as well as an increase in the underground Police parking to fully accommodate their secure parking requirements.

## Facility Scenario

### Preferred Facility Scenario

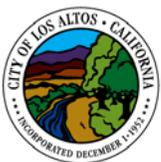
- A. Community Center/City Hall
- B. Police
- C. Athletic Fields, Swim Facility, Skate Park
- D. Library
- E. Theater



### Phasing Strategy

The Master Plan for the site would be developed over time in phases. In Phase I City Hall, Police, and the Youth Center will be displaced which will require finding alternate locations for those activities. The Community Center can remain uninterrupted in its current location during construction. In Phase II Athletic Fields and Theater will be displaced. In Phase III the Library will be displaced

Existing History House, History Museum and the surrounding grounds and historic woodlands will be maintained in their existing location. The Neutra House will remain in its existing location.



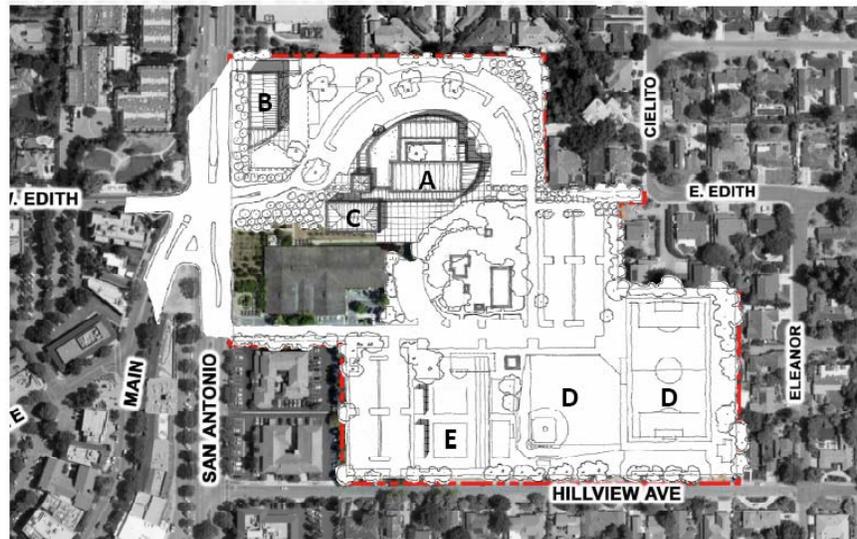
## Facility Scenario

### *Preferred Facility Scenario*

**Phase One:** City Hall, Police, Youth Center buildings and Orchard are demolished and a new two-story Community Center building (A), two-story Police Building (B), and two-story City Hall (C) are constructed. New vehicular road, adjacent surface parking and underground secured Police parking are constructed. Existing Hillview Community Center is demolished at the end of this phase.



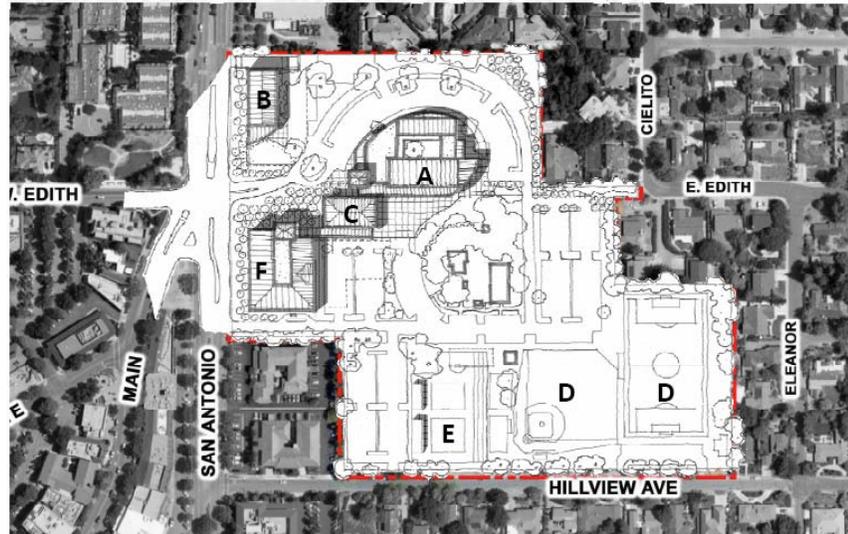
**Phase Two:** Existing athletic fields and Bus Barn Theater are demolished and New athletic fields (D), and Swim Facility (E) are constructed



## Facility Scenario

### *Preferred Facility Scenario*

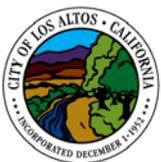
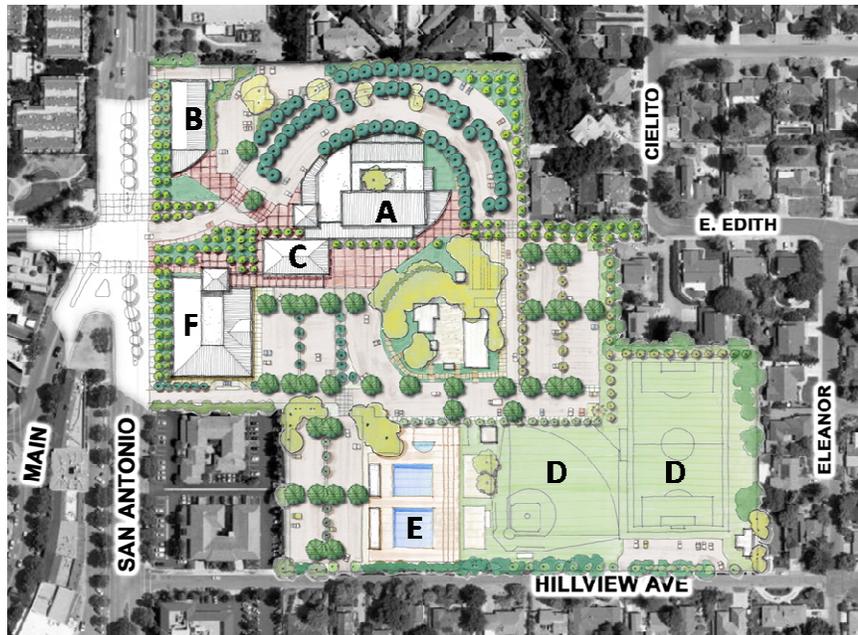
**Phase Three:** Existing Library is renovated/expanded or newly constructed with adjacent surface parking



### *Landscape Concept*

The landscape design includes the Orchard and a potential location for a water feature in the Civic Courtyard along San Antonio Road as well as an interior green courtyard. Plantings buffer parking areas and sports fields from neighboring residential properties and trees line the pedestrian pathways within the site.

- A. Community Center/ City Hall
- B. Police
- C. Athletic Fields, Swim Facility, Skate Park
- D. Library
- E. Theater



## Facility Scenario

### Preferred Facility Scenario

#### Parking Phasing Strategy

The following images depict a phased analysis of parking concentration and adjacency to each program element. The City has the option to include thirty street parking spaces along Hillview Avenue in the overall parking counts, if they feel it is necessary. Again, these parking counts assume only shared use of the athletic fields and the City Council chambers. All other uses are assumed to be able to fully park all at the same time.

Upon completion of Phase One there is ample parking beyond the number of required spaces without the use of street parking. Underground secure parking for Police is complete. More remote parking designated for Community Center and City Hall program elements would ideally be assigned for employee use, allowing visitors more convenient access to the buildings.

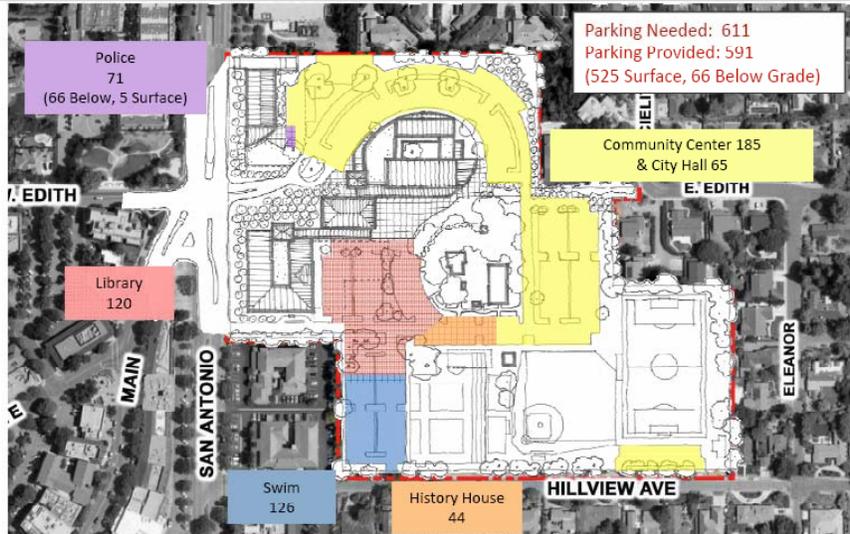
Upon completion of Phase Two the concentration of parking for the Community Center is more adjacent to the building. Full through traffic is complete with the connection of the circular entry drive to the parking areas concentrated near the Swim Facility and History house accessed from Hillview Avenue. In order to meet the full parking required, the street parking on Hillview will be needed.



## Facility Scenario

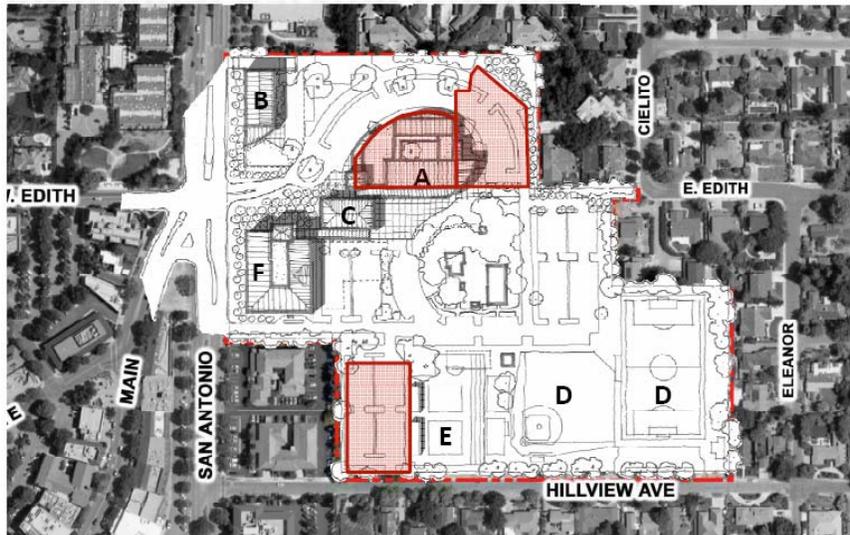
### *Preferred Facility Scenario*

Upon completion of Phase Three, Library parking requirements are increased. The use of street parking spaces on Hillview Avenue continues to be necessary to accommodate the full amount of parking required.



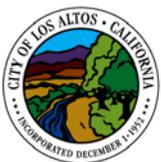
### *Additional Parking Options*

Additional parking options that are suggested for review are as follows:



To address additional capacity adjacent to the most high traffic facilities, two options for underground garages were explored:

- Underground Garage 1: Additional ~65 spaces – access ramp could be directly off of the curving roadway, and could be located under landscaping and other parking rather than under the structure of the Community Center facility.
- Underground Garage 2: Additional ~65 spaces – this garage would be located underneath the Community Center facility, and access ramp location would have to be coordinated with



## Facility Scenario

### Preferred Facility Scenario

#### Theater Location Options

pedestrian traffic patterns and drop off locations.

- Structured Parking 1: Additional ~80 spaces – this could accommodate the large amount of vehicle traffic associated with the Swim Facility and Library program elements.

The direction given by the City Council on February 10, 2009 was to remove the Theater program from the site while maintaining a dashed line on the site plan for its potential location. It was requested by City staff that the Parks, Arts and Recreation Commission review the possibility of locating the Theater in the park site at San Antonio and Edith, across the street from the Community Center site. The Commission opposed reducing park and open space to build the Theater at San Antonio and Edith.

The following potential options for moving forward were identified:

1. Council pursues further San Antonio and Edith site feasibility review considering enhancement of open space and park areas on the Community Center campus
2. Council pursues underground parking on Master Plan site to create a park area in the location currently planned for parking to replace the San Antonio and Edith site park
3. Council directs the City of Los Altos to investigate other potential sites
4. Council directs the Architect revise the Master Plan layout to accommodate the Theater program element on the site:
  - o City Hall program to be added to the Community Center footprint requiring either underground or third story program space
  - o Total parking count to be impacted requiring either shared use or additional parking on site
  - o Cost Model Analysis to be revised

Council directed that option 4 be pursued; ABA will develop an alternate plan for the site layout that reinserts the Theater into the Community Center site layout.



## Facility Scenario

### Preferred Scenario Conceptual Cost Model

#### Cost Model Summary

The following chart is a summary of the Conceptual Cost Model for the Preferred Scenario. No major revisions were made to the Cost Model assumptions developed for Scenario Three beyond identifying midpoints of construction for each phase as follows:

- Phase I: May 2013
- Phase II: May 2015
- Phase III: May 2016
- Phase IV: May 2016

Additional detail can be found in the full Facility Scenario portion of this report.

Also developed were conceptual costs for the potential additional parking options that were explored. The costs for these options were as follows:

- Garage 1 (approximately 65 spaces): \$ 5,984,417
- Garage 2 (approximately 65 spaces): \$ 5,999,120
- Structure 1 (approximately 80 spaces): \$ 5,723,695

Program Element	Unit or \$/SF	Phase One (Escalation 13%)	Phase Two (Escalation 20%)	Phase Three (Escalation 23%)	Phase Four (Escalation 23%)
Hard Costs Subtotal		\$ 49,001,458	\$ 9,866,909	\$ 22,107,933	\$ 6,691,850
Soft Costs	35%	\$ 17,150,510	\$ 3,453,418	\$ 7,737,777	\$ 2,342,148
<b>Project Subtotal</b>		<b>\$ 66,151,968</b>	<b>\$ 13,320,327</b>	<b>\$ 29,845,710</b>	<b>\$ 9,033,998</b>
Escalation	<i>Varies</i>	\$ 8,599,756	\$ 2,664,065	\$ 6,864,513	\$ 2,077,820
Project Contingency	10%	\$ 6,615,197	\$ 1,332,033	\$ 2,984,571	\$ 903,400
<b>TOTAL</b>		<b>\$ 81,366,921</b>	<b>\$ 17,316,425</b>	<b>\$ 39,694,794</b>	<b>\$ 12,015,218</b>



## Facility Scenario

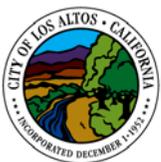
### *Preferred Facility Scenario Approval*

City Council gave the following direction on April 28, 2009 in response to the Final Preferred Scenario development and strategies presented:

- Direction to add the Theater footprint back into the Community Center site. The location is to be determined by Anderson Brulé Architects and should not impact Phase One or the buffer zone created adjacent to residential neighbors
- Parking Strategy is approved with flexibility to provide additional parking/underground parking as appropriate
- Preferred Scenario was approved with the notation that the EIR will bring new information
- Additional Cost Modeling was requested as the project progresses forward; this is intended to be part of the next phases of work in the progression of the project.



# Facility Scenario



## Facility Scenario

### **REVISED Preferred Facility Scenario**

#### *Introduction*

At Council's direction, the Multi-Purpose Theater program element was moved back into the Community Center site Master Plan. ABA was directed to identify the impacts to this action, including site layout constraints, parking impacts, and cost increases to the phasing plan, among other impacts. The direction from Council also noted that the reinsertion of the Theater should not impact the Phase I scope of work as identified in the Preferred Facility Scenario development.

ABA identified two of the most feasible locations for the Theater, and outlined the opportunities and constraints of each location. Consideration for site layout and cost impacts was outlined, but in also considering the impacts of parking, thought for not only the site layout implications but also the shared use or full multi-purpose facility use was required.

The option for full use of the facility at any time would indicate that it should have dedicated parking, but a more theater program-specific facility that would not necessarily allow shared use throughout the day could potentially be considered a shared use program, and would not require dedicated parking. If dedicated parking for the Theater is required, the City parking ordinances require 1 space per 4 seats, so for this 200-seat theater, a total of 50 spaces would need to be provided on the site for this program element.



## Facility Scenario

### REVISED Preferred Facility Scenario

#### Theater Option A

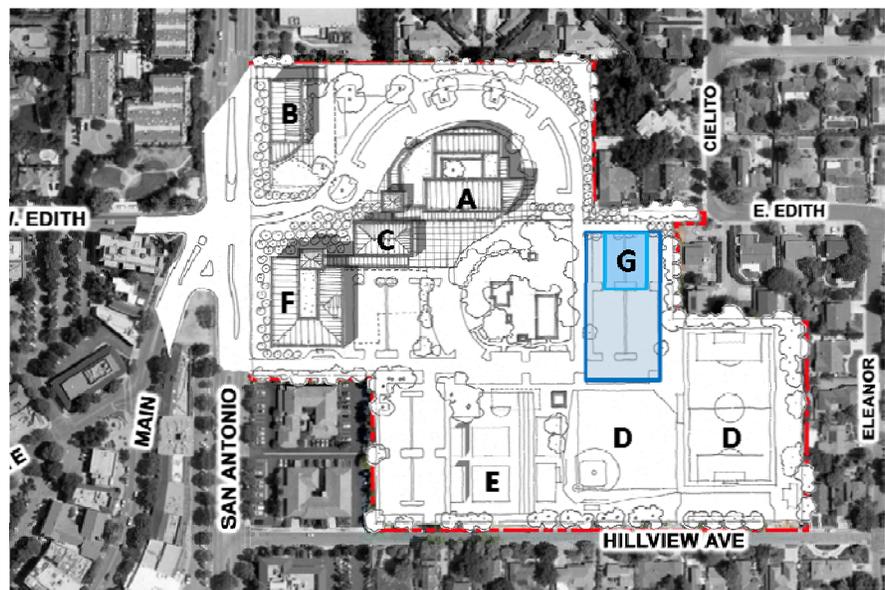
The Theater facility was analyzed in the location discussed by the City Council, in the location of the existing Baseball field. The rest of the Preferred Scenario layout would remain as designed.

#### Opportunities:

- Location has No Impact on the Previously Identified Phase I

#### Constraints:

- The Theater Location is Very Removed from Downtown and the Site's 'Pedestrian Campus'
- There is a High Potential for Impacts to Adjacent Residential Properties: Increased Function Noise, Likely Evening Activity, Height of Structure, Loading and Unloading of Materials and Scenery/Costumes
- Parking Impact:
  - 50 Theater Program Requirement
  - 59 Surface Parking Loss for Theater Footprint
  - 109 Total Additional Parking Needed



## Facility Scenario

### REVISED Preferred Facility Scenario

#### Theater Option B

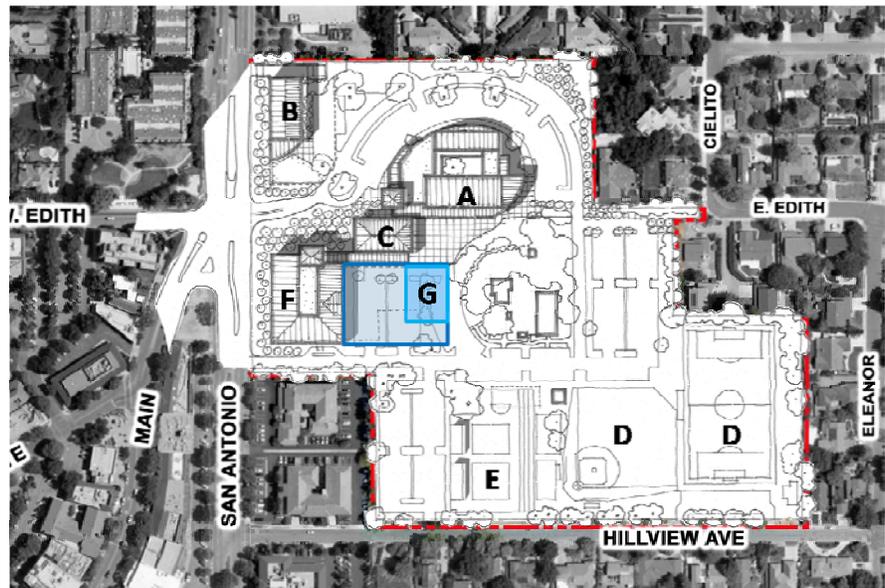
The Theater facility was placed in a location to take advantage of increased proximity to other facilities and functions on the site. The rest of the Preferred Scenario layout would remain as designed. This location is reminiscent of prior scenarios which identified triads of public facilities to enhance interactivity of programs and user flow.

#### Opportunities:

- Location has No Impact on the Previously Identified Phase I
- Facility has a Direct Connection to 'Pedestrian Campus' and the Internal Public Plaza
- Location Creates Potential for Outdoor Theater Programs

#### Constraints:

- Lessens Critical Mass of Parking Adjacent to High Traffic Uses (Library, Theater)
- Parking Impact:
  - 50 Theater Program Requirement
  - 30 Surface Parking Loss for Theater Footprint
  - 80 Total Additional Parking Needed

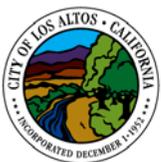


# Facility Scenario

## REVISED Preferred Facility Scenario

### Concept Diagram Revisions

The concept diagram for the Revised Preferred Scenario only slightly shifted to accommodate the Theater footprint during the development of the Revised Preferred Scenario. Two triads of buildings surrounding public spaces are identified in this layout: one triad (encompassing the City Hall, Community Center and Theater) surrounds the quieter public plaza adjacent to the historic woodland area of the site, and one triad (encompassing the City Hall, Theater and Library) surrounds a parking and drop-off zone.



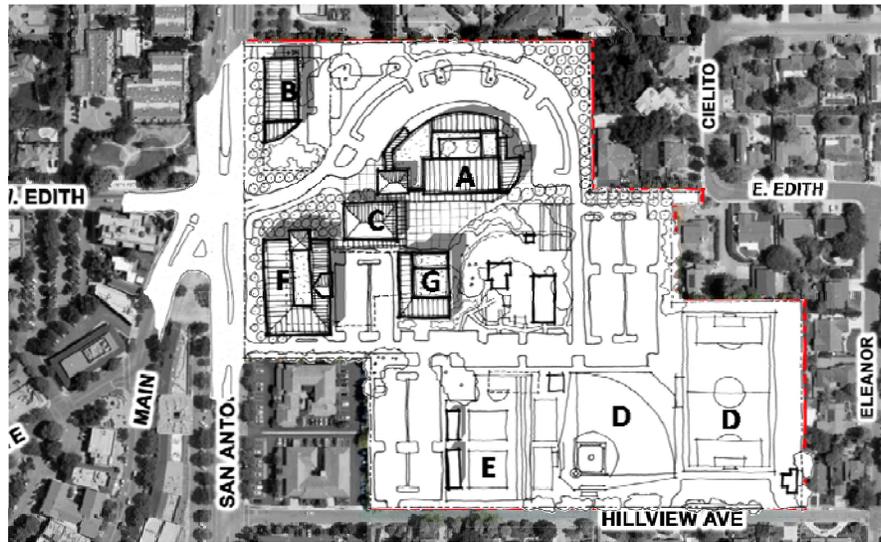
## Facility Scenario

### **REVISED Preferred Facility Scenario**

*Revised Preferred Scenario Architectural Concept*

The Architectural Concept for the Revised Preferred Scenario accommodates the preferred Theater location while maintaining the separation between the entry public plaza and the quieter public plaza near the historic area of the site. Maintaining the location of the City Hall means that this quieter plaza has a boundary from San Antonio as part of Phase I.

While the Theater relocates critical parking spaces adjacent to the high traffic uses of the Library and City Hall, there are multiple parking options available throughout the site that can be employed to accommodate this offset.



## Facility Scenario

### **REVISED Preferred Facility Scenario**

#### *Revised Preferred Scenario Landscape Concept*

The Landscape Concept for the Revised Preferred Scenario highlights the areas of both high traffic and more enclosed, more intimate public plazas, and identifies the landscaping design and orchard locations. Identification of the public path along the West Edith to East Edith connection is still a focal point, and other pedestrian paths throughout the site are outlined as well.



# Facility Scenario

## REVISED Preferred Facility Scenario

### Parking Resolution Options

In order to resolve the parking impacts associated with the Theater program, multiple parking resolution options have been identified. Council direction is needed to finalize which of these parking options will be pursued and which phases will include the costs for these parking resolutions.

#### Phase One Options (Assumes 13% escalation)

- Option 1A: Gain of ~65 spaces; estimated cost of \$6.0 million
- Option 1B: Gain of ~65 spaces; estimated cost of \$6.0 million
- Option 2: Gain of ~50 spaces; estimated cost of \$4.9 million

#### Phase Two Options (Assumes 23% escalation)

- Option 3: Gain of ~80 spaces; estimated cost of \$6.0 million
- Option 4A: Gain of ~65 spaces; estimated cost of \$7.8 million
- Option 4B: Gain of ~45 spaces; estimated cost of \$5.5 million

#### Phase Three/Four Options (Assumes 23% escalation)

- Option 5: Gain of ~100 spaces; estimated cost of \$10.6 million
- Option 6: Gain of ~70 spaces; estimated cost of \$8.8 million



## Facility Scenario

### REVISED Preferred Facility Scenario

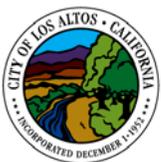
*Conceptual Cost Model*

No major revisions were made to the Cost Modeling assumptions developed for the Preferred Scenario in the development of the Revised Preferred Facility Scenario Cost Model. Midpoints of Construction for each of the phases were established for escalation as follows:

- Phase I: May 2013
- Phase II: May 2015
- Phase III: May 2016
- Phase IV: May 2016

The costs for Phase One, Two and Three have not changed from the Preferred Scenario cost modeling, but they are shown below for reference. Phase Four, the Theater Facility, has been adjusted to indicate its location on the Community Center Master Plan site. The main adjustment is in the costs for site development surrounding the facility, as the area is larger than that shown on the alternative site explored previously. Costs for parking to accommodate that Theater parking requirement and the parking spaces offset by the footprint of the Theater will be determined by City Council. Upon determination of which underground garages or parking decks are to be included in which phases, a final tally of the costs per phase can be identified.

Program Element	Unit or \$/SF	Phase One (Escalation 13%)	Phase Two (Escalation 20%)	Phase Three (Escalation 23%)	Phase Four (Escalation 23%)
<b>Hard Costs Subtotal</b>		<b>\$ 49,001,458</b>	<b>\$ 9,866,909</b>	<b>\$ 22,107,933</b>	<b>\$ 7,928,362</b>
Soft Costs	35%	\$ 17,150,510	\$ 3,453,418	\$ 7,737,777	\$ 2,774,927
<b>Project Subtotal</b>		<b>\$ 66,151,968</b>	<b>\$ 13,320,327</b>	<b>\$ 29,845,710</b>	<b>\$ 10,703,289</b>
Escalation	<i>Varies</i>	\$ 8,599,756	\$ 2,664,065	\$ 6,864,513	\$ 2,461,756
Project Contingency	10%	\$ 6,615,197	\$ 1,332,033	\$ 2,984,571	\$ 1,070,329
<b>TOTAL</b>		<b>\$ 81,366,921</b>	<b>\$ 17,316,425</b>	<b>\$ 39,694,794</b>	<b>\$ 14,235,374</b>



## Facility Scenario

### *Description of the Sustainable Design Process*

*What is Sustainable Design?*

To identify the strategies that have been incorporated into the Community Center Master Plan to date, and to outline the remaining work to identify ways to achieve the environmental goals of the project, an outline of the process of incorporating sustainable design principles for this project was developed.

Sustainable or Green Design is identified as design and construction practices that significantly reduce or eliminate the negative impact of buildings on the environment and occupants by addressing:

- Sustainable Site Planning
- Orientation to Maximize Access to and Protection from Sun and Wind
- Safeguarding Water and Water Efficiency
- Energy Efficiency (Minimizing Use of Fossil Fuels)
- Conservation of Materials and Resources
- Indoor Environmental Quality

Some of these design techniques can be identified and implemented as early as the Master Planning phase, and some are much more specific to the actual design and construction of the facilities themselves.

*The LEED Rating System*

The City of Los Altos' policy on Sustainable Design for Public Buildings is that they must meet the requirements of the LEED System Silver Certification. LEED stands for Leadership in Energy and Environmental Design' and is a rating system that was established by the U.S. Green Building Council (USGBC), one of the foremost organizations involved with increasing the sustainability and environmental efficiencies of our built environment.

LEED is a voluntary, consensus-based, market-driven building rating system based on existing proven technology. The system evaluates environmental performance from a "whole building" perspective over a building's life cycle, providing a definitive standard for what constitutes a "green building". Parameters within the system are based on accepted energy and environmental principles and strike a balance between known effective practices and emerging concepts.

*Initial LEED Assessment*

An initial review of the LEED assessment for the project has indicated that there are approximately 38 credits which are felt to be achievable with the Master Plan design parameters alone. In addition, there are an estimated 65 additional points that could be achieved through decision making within the design of the facilities themselves. As the requirement for LEED Silver is 50-59 points, it is our estimation that this should be achievable for the project.



## Facility Scenario

### *Description of the Sustainable Design Process*

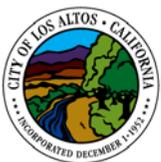
Depending on the actual credits that are selected to be pursued in the next phases of work, there could be a potential cost increase of between 3 – 5% over the currently anticipated project costs. An analysis of the life cycle costs for the facility systems should give a better indication of the most effective credits to pursue that will not only garner LEED credits, but will also make for a more energy efficient and maintainable facility for the future operation of the Community Center.

The design for the Master Plan that has been done to date has identified effective strategies for the following:

- Site Selection, Orientation and Layout
- Building Concept Design (Maximize Light and Wind Efficiency, Material Recycled Content Assumptions)
- Existing Infrastructure Assessment (Transportation Options, Water Efficiency Assumptions)

As the project moves into facility design and implementation, attention to the following parameters may increase the sustainable effectiveness of the facilities:

- Building Efficiency Design (Mechanical/Plumbing/Electrical Systems, Window Systems, Shading Devices, etc.)
- Renewable Energy Potential / Green Power
- Systems Controls (Daylighting/Lighting/Thermal Comfort)
- Decision Making About Specific Credits



## Facility Scenario

### *Recommended Next Steps*

*To be completed following City Council meeting on June 23rd, 2009*

